



**POLLUX**  
PROPERTIES

# Building Stability Pursuing Sustainability



Annual  
Report  
2025



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This annual report has been reviewed by the Company's sponsor, Novus Corporate Finance Pte. Ltd. (the "**Sponsor**"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**Exchange**") and the Exchange assumes no responsibility for the contents of this annual report, including the correctness of any of the statements or opinions made or reports contained in this annual report.

The contact person for the Sponsor is Mr. Pong Chen Yih, Chief Operating Officer at 7 Temasek Boulevard, #04-02 Suntec Tower 1, Singapore 038987, telephone (65) 6950 2188.



## About The Company

Pollux Properties Ltd. (“Pollux”, together with its subsidiaries, the “Group”) is a leading Singapore-based real estate company that owns, develops, invests, manages, and operates a diverse property portfolio as well as other real estate correlated businesses. Our well-diversified portfolio comprises apartment homes, offices, serviced apartments, retail spaces as well as an integrated hospitality management business.

As a forward-thinking organisation, we focus on delivering superior financial performance and sustained growth to our stakeholders through strategic income growth and value creation in our portfolio assets, products and services. Our strong management expertise and engaged employees provide the talent and precise execution needed to leverage on identified market opportunities.

With a proven track record of delivering quality properties and services that offer perennial value, our Group continues its journey in developing and evolving its people and businesses with a constant view to growth.



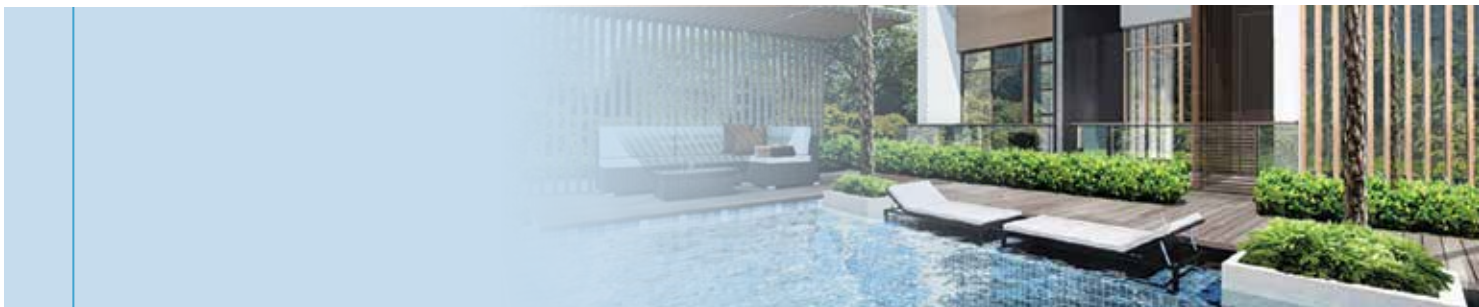
# What We Do

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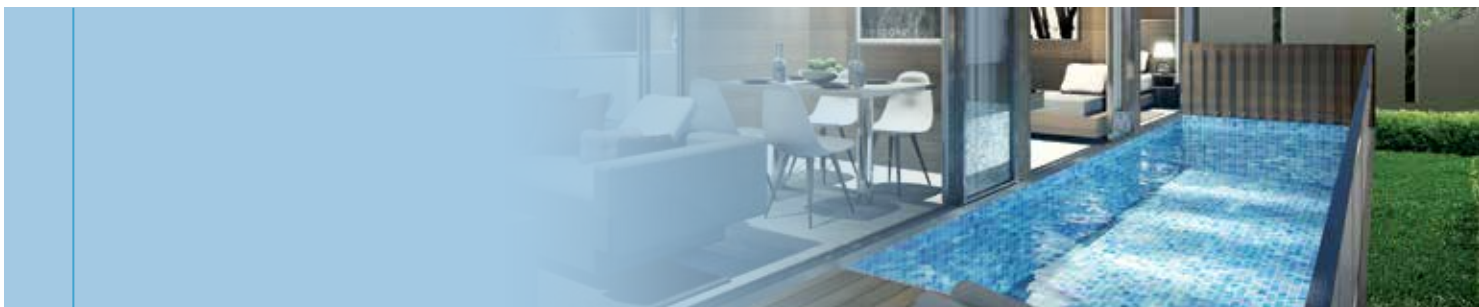
## 01. Property Investment



## 02. Property Development



## 03. Hospitality Management



# What We Do

## 01. Property Development

Our property investment business unit invests primarily in real estate used for office, retail and residential purposes, bringing a unique focus and depth of expertise to the sector. We are committed to delivering competitive investment performance through economic and property market cycles for long-term success.



## 02. Property Investment

Our Group brings together many years of industry and professional experience in tackling the complex processes in project analysis, feasibility studies, construction management and more throughout the entire development lifecycle to deliver successful projects.



## 03. Hospitality Management

Leveraging on the strength and experience of our human capital, the Group's hospitality business unit aims to build enhanced revenue and fee-based income streams as a hospitality management operations platform and services provider group.



# Chairman's Statement

“We will continue to explore strategic partnerships and opportunities in both Singapore and Indonesia, leveraging our experience and regional presence to capture value across diverse market environments.”

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**Dear Shareholders,**

On behalf of the Board of Directors, I am pleased to present to you the Group's Annual Report for the financial year ended 31 December 2025 (“FY2025”).

FY2025 was a year of steady progress for the Group as we continued to navigate evolving economic conditions and a dynamic real estate landscape across the region. Despite global uncertainties and cautious market sentiment, the Group remained focused on reinforcing our operational foundations while improving financial performance.

During the year under review, the Group recorded total revenue of S\$13.6 million, representing a marginal increase from S\$13.4 million in FY2024. Gross profit rose to S\$13.4 million, reflecting stable recurring income from the Group's investment properties and continued contributions from the hotel operations segment.

More notably, the Group achieved a net profit attributable to owners of the Company of approximately S\$1.8 million, a significant improvement compared to S\$0.4 million in FY2024, primarily due to lower finance costs and improved operating performance during the year.

The Group's financial position also remained resilient. As at 31 December 2025, the Group's net assets stood at S\$210.1 million, compared to S\$208.3 million in the previous year, while cash and cash equivalents increased to S\$8.7 million, reflecting improved liquidity and prudent financial management.

### BUILDING STABILITY, STRENGTHENING OUR CORE

Throughout FY2025, the Group continued to focus on strengthening our core competencies in property investment and hospitality operations.

Rental income from our investment properties remained the Group's primary source of revenue, providing stable recurring income streams. At the same time, our hotel operations in Indonesia continued to gain traction as tourism activity and domestic travel improved. These developments have enabled the Group to progressively enhance operational efficiency and build a stronger base for long-term growth.

At the same time, the Group also remained disciplined in managing our capital structure. Through ongoing repayment of borrowings and prudent cost management, we were able to reduce financing costs significantly during the year, which contributed positively to overall profitability.

Our continued emphasis on financial prudence allows us to maintain a strong balance sheet while preserving flexibility to pursue opportunities that create long-term value.

### PURSuing SUSTAINABILITY, DELIVERING LONG-TERM VALUE

Looking forward, we remain cautiously optimistic about the regional real estate and hospitality sectors.

Singapore's property market continues to demonstrate resilience despite global economic uncertainties, supported by stable demand and proactive government policies aimed at maintaining market stability. Meanwhile, Indonesia's economic growth and tourism recovery present encouraging opportunities for the Group's hospitality assets and related businesses.

Against this backdrop, the Group will continue to adopt a prudent and disciplined approach to capital allocation, focusing on strengthening recurring income streams while identifying strategic investments that enhance long-term shareholder value.

We will also continue to explore strategic partnerships and opportunities in both Singapore and Indonesia, leveraging our experience and regional presence to capture value across diverse market environments.



gross profit

\$13.4

million



net profit  
attributable to  
owners of the  
Company

\$1.8

million

# Chairman's Statement

— Continued

## IN APPRECIATION

At this juncture, I would like to express my sincere appreciation to my fellow Directors for their invaluable guidance and support throughout the year.

I would also like to extend my heartfelt thanks to our management team and employees for their dedication and commitment in driving the Group forward.

Finally, I wish to thank our shareholders, business partners and stakeholders for your continued trust and support. We remain committed to building on the Group's strong foundations and delivering sustainable value in the years ahead.



**PHUA CHER CHEW**  
Non-Executive and Independent Chairman



# Together We Build Excellence

## Our Commitment

The pursuit of excellence and perfection are embedded into everything we do.

**We build the future through confidence and trust.**

**We build lasting impressions, long-term value and peace of mind.**

**We build excellence and perfection through our people.**

## OUR VISION

To be the premier multi-national real estate group that shapes the future of real estate and hospitality in the region.

## OUR MISSION

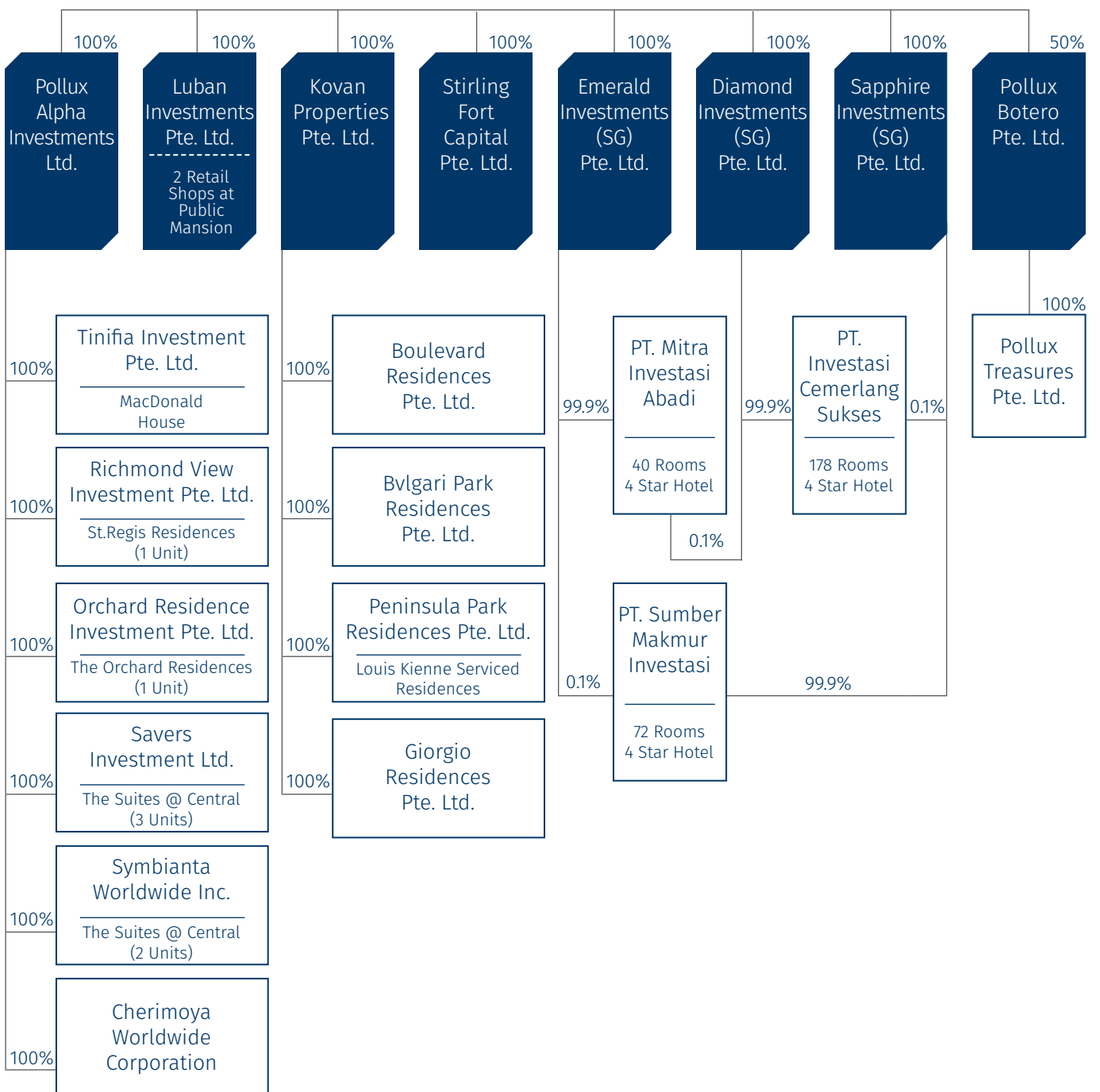
To create, invest in, manage, and operate innovative landmark developments and businesses that deliver perennial value to the community and achieve sustainable higher returns to our shareholders.



# Corporate Structure



## Pollux Properties Ltd.



# Board of Directors

## Mr. Phua Cher Chew

*Non-Executive & Independent Chairman*

Mr. Phua, 51, is the Chairman of the Board of Directors and has been an Independent Director of the Company since 26 July 2021 and 31 May 2021 respectively. He is a member of the Audit Committee and Remuneration and Nominating Committee. Mr. Phua is currently the Executive Director and Deputy CEO of ZACD Group Ltd.

Mr. Phua's extensive leadership experience includes his appointment as the Executive Director and Chief Executive Officer of Amcorp Global Limited (formerly known as TEE Land Limited) from 2012 to 2020. He has over 10 years of experience in the real estate industry involving corporate strategy, real estate development, business development and portfolio acquisitions.

Mr. Phua holds a Bachelor of Business (Marketing) from Central Queensland University and a Diploma in Accountancy from Singapore Polytechnic. He is also a member of Singapore Institute of Directors.

## Mr. Brian Praneda

*Independent Director*

Mr. Praneda, 50, has been an Independent Director of the Company since 31 December 2021. He is the Chairman of the Remuneration and Nominating Committee and a member of the Audit Committee. He has over 15 years of experience in legal advisory work. His areas of expertise include corporate and commercial law and initial public offerings. Currently, he serves as the Managing Director of Praneda & Partners Law Firm.

Mr. Praneda received his Bachelor of Law from Sriwijaya University, South Sumatra and is a member of the Indonesia Bar Association. He is an Independent Commissioner of PT. Pollux Hotel Groups, PT. Pollux Properties Indonesia and PT. Aesler Grup Internasional Tbk.

## Mr. Ivan Kanel

*Independent Director*

Mr. Ivan Kanel, 46, has been an Independent Director of the Company since 16 August 2024. He is the Chairman of the Audit Committee and a member of the Remuneration and Nominating Committee. Ivan Kanel is a managing partner at Kanel & Rekan (KNR) which is a member of PrimeGlobal, an association of advisory and accounting firms. Mr. Kanel also founded several firms, including Indonesia Global Law Firm, PT Prodigy Konsultan (member of Hall Chadwick), KJA SK & Co (member of Hall Chadwick), PT Analisis Advise Indonesia, and PT Asia Global Investasi.

With over 20 years of experience in Indonesian legal, tax, accounting, business & management advisory, investment, and auditing, Mr. Kanel holds numerous professional certifications and is an active member of several professional organisations. He is also a Member of International Business & Networking at the Institute of Indonesia Chartered Accountants since 2023. Additionally, Mr. Kanel serves as a lecturer at Tarumanagara University.

## Mr. Nico Purnomo Po

*Executive Director & Chief Executive Officer*

Mr. Nico, 44, was appointed to the Board on 27 October 2023. He is also the Chief Executive Officer of the Company. He is responsible for the management and operation of the Group as well as the implementation of the Group's strategies and policies. He continues to provide strong leadership and strategic vision for the Group's portfolio of businesses. Currently, he leads and oversees the Group's operations both locally and regionally.

Mr. Nico holds a Bachelor's degree in Computing from National University of Singapore.



# Financial & Operations Review

## Revenue

The Group's revenue comprised income from rental income and income under the hotel operations segment. The total revenue of S\$13.6 million in FY2025 is relatively consistent with S\$13.4 million in FY2024. In current financial year, a total revenue of S\$13.0 million and S\$0.6 million was generated from the Group's investment properties and hotel operations segments respectively.

The increase in revenue contribution by the investment properties segment was 1.01% from S\$12.9 million to S\$13.0 million, driven primarily by positive rental reversions from selected investment properties. This uplift was partially offset by the absence of rental income from properties divested during the year. The increase in revenue from the hotel operations segment of approximately 8.82% from S\$0.49 million to S\$0.54 million was mainly due to improved occupancy rates during the financial year.

## Cost of sales and Gross profit

The Group's cost of sales was S\$0.15 million in FY2025 (FY2024: S\$0.15 million), remaining relatively consistent with FY2024. The cost of sales pertains to costs incurred to operate the hotels. Correspondingly, gross profit has increased by 1.3% in FY2025, in line with the increase with revenue.

## Interest income

Interest income decreased to S\$0.04 million in FY2025 from S\$0.13 million in FY2024, mainly attributable to lower interest rates on fixed deposits placed with banks.

## Other income

Other income of S\$0.16 million mainly relates to net fair valuation gain on investment properties of S\$0.15 million. In prior year, other income of S\$0.46 million mainly comprised income recognised from the early termination of a tenancy at one of the Group's investment properties.

## Marketing and distribution expenses

Marketing and distribution expenses increased to S\$0.58 million in FY2025 from S\$0.40 million in FY2024, mainly attributable to higher third-party commissions paid for the sale of the Group's investment properties.

## General and administrative expenses

General and administrative expenses of S\$5.29 million in FY2025 comprised staff costs, depreciation expenses, professional fees, directors' fees and office expenses. The increase of 2.99% from S\$5.13 million in FY2024 to S\$5.29 million in FY2025 was mainly attributable to the depreciation of the Indonesian Rupiah against the Singaporean dollar.

## Other expenses

Other expenses in FY2024 amounted to S\$0.44 million, mainly relating to the net fair value loss on investment properties. In FY2025, the Group has recorded net fair value gain on investment properties.

## Finance costs

Finance costs decreased by 40.66% from S\$6.67 million in FY2024 to S\$3.96 million in FY2025 due to the lower interest rates charged by banks during FY2025. The Group's loans are denominated in Singapore Dollars. During FY2025, the interest rates of the bank loans ranged from 1.88% to 5.08% (FY2024: 3.54% to 6.56%).

## Share of results of a joint venture, net of tax

The share of loss from a joint venture decreased from S\$0.25 million in FY2024 to S\$0.21 million in FY2025 mainly due to a lower loss recognised from the two retail units disposed by the joint venture company during the financial year as compared to the previous year.

# Overview in FY2025



GROSS PROFIT (S\$'M)

**\$13.40**  
million



REVENUE (S\$'M)

**\$13.56**  
million



NET PROFIT AFTER TAX  
(S\$'M)

**\$1.82**  
million



# Financial & Operations Review

– Continued

## NET ASSETS (S\$'M)

# \$210.06

million

## Income tax expense

The increase in income tax expense of S\$1.23 million, from S\$0.52 million in FY2024 to S\$1.75 million in FY2025, was mainly attributable to the under-provision of income tax in FY2024, as well as higher taxable profit from the investment properties segment in FY2025 as a result of higher renewal rental rates for some of the Group's investment properties.

As a result of the above, the Group recorded a net profit after tax for the financial year of S\$1.82 million in FY2025 as compared to S\$0.40 million in FY2024.

## STATEMENT OF FINANCIAL POSITION

The financial position of the Group remained strong with net assets of S\$210.06 million as at 31 December 2025. The Group's cash and cash equivalents stood at S\$8.73 million as at 31 December 2025 as compared to S\$7.19 million as at 31 December 2024.

## Assets

The Group's total assets stood at S\$351.60 million as at 31 December 2025 as compared to S\$360.90 million as at 31 December 2024. The decrease of S\$9.30 million was mainly due to a (i) decrease of S\$3.55 million in investment properties and S\$7.50 million in assets held for sale arising from the investment properties sold during the year; (ii) decrease of S\$0.20 million in investment in joint venture due to the share of losses recognised during the financial year, which were partially offset by an increase of S\$1.55 million in cash and cash equivalents from the net proceeds received after repaying the loans of investment properties disposed.

## Liabilities

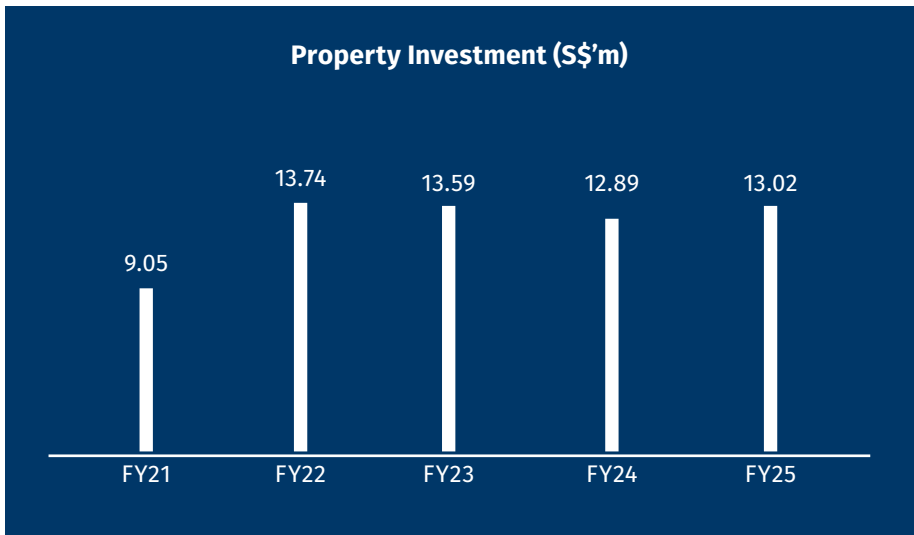
Total liabilities stood at S\$141.54 million as at 31 December 2025 as compared to S\$152.59 million as at 31 December 2024. The decrease of S\$11.05 million was mainly due to (i) reduction of loans and borrowings of S\$10.15 million as a result of the monthly repayments and proceeds from the disposal of investment properties used to settle the outstanding balances of the related loans; (ii) decrease in amount due to related parties of S\$0.21 million; (iii) decrease of S\$0.69 million in rental received in advance, which were partially offset by (iv) an increase in income tax provision of S\$0.47 million; and (v) an increase in trade payables of S\$0.20 million.

As at 31 December 2025, the Group's current liabilities exceeded its current assets by S\$11,299,201 (31 December 2024: current liabilities exceeded its current assets by S\$11,925,521). The proceeds from the disposal of investment properties during FY2025 were used to repay the loans and borrowings classified as current liabilities, which resulted in the reduction of the Group's net current liability position as at 31 December 2025 as compared to 31 December 2024.

## CONSOLIDATED CASH FLOW STATEMENT

The Group's cash and cash equivalents increased by S\$1.55 million mainly due to the following:

- 1) Net cash flows generated from operating activities of S\$8.03 million mainly due to (i) profit generated before tax and operating cash flows before changes in working capital; (ii) increase in trade payables; (iii) decrease in trade and other receivables; offset by (iv) decrease in rental received in advance and (v) decrease in other payables and accruals;
- 2) Net cash flows generated from investing activities of S\$7.75 million mainly due to (i) proceeds from disposal of investment properties and partially offset by (ii) purchase of property, plant and equipment; and
- 3) Net cash flows used in financing activities of S\$14.23 million mainly due to (i) repayment of loans and borrowings and (ii) interest paid relating to loans and borrowings.



### 5 Years Revenue By Business Segments (S\$m)

	FY21	FY22	FY23	FY24	FY25
<b>Property Investment</b>	9.05	13.74	13.59	12.89	<b>13.02</b>
<b>Property Development</b>	-	-	-	-	-
<b>Fund Management</b>	0.08	0.06	-	-	-
<b>Hotel Operations</b>	-	-	0.20	0.49	<b>0.54</b>
<b>Total</b>	<b>9.13</b>	<b>13.80</b>	<b>13.79</b>	<b>13.38</b>	<b>13.56</b>

### 5 Years Gross Profit By Business Segments (S\$m)

	FY21	FY22	FY23	FY24	FY25
<b>Property Investment</b>	7.59	12.31	13.59	12.89	<b>13.02</b>
<b>Property Development</b>	-	-	-	-	-
<b>Fund Management</b>	0.08	0.06	-	-	-
<b>Hotel Operations</b>	-	-	0.16	0.34	<b>0.38</b>
<b>Total</b>	<b>7.67</b>	<b>12.37</b>	<b>13.75</b>	<b>13.23</b>	<b>13.40</b>

# Corporate Information

## Board of Directors

**Phua Cher Chew**  
Non-Executive &  
Independent Chairman

**Nico Purnomo Po**  
Executive Director &  
Chief Executive Officer

**Ivan Kanel**  
Independent Director

**Brian Praneda**  
Independent Director

## Audit Committee

**Ivan Kanel (Chairman)**  
**Phua Cher Chew**  
**Brian Praneda**

## Remuneration and Nominating Committee

**Brian Praneda (Chairman)**  
**Ivan Kanel**  
**Phua Cher Chew**

## Company Secretary

**Shirley Tan Sey Liy**  
(MSc Mgmt (Hons) (UCD), FCS, FCG)  
ST Corporate Advisory Pte. Ltd.

## Registered Office

40A Orchard Road,  
MacDonald House, #M-02,  
Singapore 238838  
Tel: +65 6922 0333  
Fax: +65 6922 0338  
Email: info@pollux.com.sg

## Bankers

United Overseas Bank Limited  
Oversea-Chinese Banking  
Corporation Limited  
Maybank Singapore Limited  
DBS Bank Ltd  
PT Bank Nationalnoba Tbk  
PT Bank Central Asia Tbk

## Share Registrar and Share Transfer Office

B.A.C.S. Private Limited  
77 Robinson Road,  
#06-03 Robinson 77,  
Singapore 068896

## Auditors

Foo Kon Tan LLP  
1 Raffles Place #04-61/62,  
One Raffles Place, Tower 2,  
Singapore 048616

*Partner-in-charge:*  
Chan Ser

*Date of appointment:*  
From financial year ended  
31 December 2023

## Sponsor

Novus Corporate Finance  
Pte. Ltd.  
7 Temasek Boulevard  
#04-02 Suntec Tower 1  
Singapore 038987



# Corporate Governance Report

Pollux Properties Ltd. (the “**Company**”) and its subsidiaries (collectively, the “**Group**”) are committed to maintaining a high standard of corporate governance within the Group, so as to ensure greater transparency and protection of shareholders’ interests. The Group supports the spirit of the Code of Corporate Governance 2018 (the “**Code**”) and the accompanying Practice Guidance, whilst also recognising that it needs to develop and maintain its own corporate governance processes to meet its specific business needs.

This report outlines the Group’s corporate governance processes and structures that were in place throughout the financial year ended 31 December 2025 (“**FY2025**”), with specific reference made to each of the principles of the Code pursuant to Rule 710 of the Listing Manual – Section B: Rules of Catalist (the “**Catalist Rules**”) of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”). The board of directors (the “**Board**” or the “**Directors**”) of the Company confirms that, for FY2025, the Group has adhered to all principles set out in the Code. Where there were any deviations from any provisions of the Code, appropriate disclosures and explanations for the deviations and how the practices adopted are consistent with the intent of the relevant principles are provided in this report.

## BOARD MATTERS

### The Board’s Conduct of Affairs

**Principle 1: The Company is headed by an effective Board which is collectively responsible and works with the Management for the long-term success of the Company.**

#### Role of the Board

The primary role of the Board is to protect and enhance long-term value and returns for the shareholders. The Board approves the Group’s strategic plans, key business initiatives, major investments and funding decisions, and ensures the business affairs of the Group are effectively managed and conducted by the management of the Company (the “**Management**”).

The Board has adopted internal guidelines for cheque signatories and approval of capital and operating expenditures to optimise operational efficiency. Additionally, the Board has direct responsibility for decision-making in respect of the following:

- (a) providing entrepreneurial leadership, setting the strategic directions and goals of the Company and ensuring that adequate resources are available to meet these objectives;
- (b) establishing a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders’ interests and the Company’s assets;
- (c) overseeing and monitoring the management and affairs of the Company;
- (d) monitoring and reviewing the Management’s performance towards achieving organisational goals;
- (e) overseeing the evaluation of the adequacy and effectiveness of financial reporting, internal controls and risk management frameworks;
- (f) monitoring the financial performance of the business including approval of release of the annual and interim financial reports and interested person transactions;

# Corporate Governance Report

- (g) identifying the key stakeholder groups and recognising that their perceptions affect the Company's reputation;
- (h) ensuring accurate and timely reporting to, and communication with shareholders;
- (i) ensuring the Company's compliance with laws, regulations, policies, directives, guidelines and internal code of conduct;
- (j) determining and setting the Company's values and standards, including ethical standards, and ensuring consistency with the culture as well as ensuring that obligations to shareholders and other stakeholders are understood and met; and
- (k) considering sustainability issues, including environmental and social factors, in the formulation of the Company's strategies.

The Board has in place a code of conduct and ethics, which sets an appropriate tone-from-the-top and desired organisational culture and ensures proper accountability within the Company. Directors exercise due diligence and independent judgement in dealing with the business affairs of the Group. They are always obliged to act in good faith, discharge their fiduciary duties and responsibilities, and take objective decisions in the interests of the Company. Directors who are in any way, directly or indirectly, interested in a transaction or proposed transaction have to declare the nature of their interests in accordance with the provisions of the Singapore Companies Act 1967 (the "**Companies Act**").

The Board holds the Management accountable for performance. The Board has adopted a set of ethical values and standards which establish the fundamental principles of professional and ethical conduct expected of the Directors in the performance of their duties. It includes guidelines on matters relating to conflicts of interest. When an actual, potential and perceived conflict of interest arise, the concerned Director must disclose such interest, recuse himself or herself from discussions and decisions involving the matter, unless the Board is of the opinion that his/her presence and participation is necessary to enhance the efficacy of such discussion. Nonetheless, he/she is to abstain from voting in relation to the conflict-related matters.

The Company has adopted internal guidelines governing matters that require the Board's approval, and clear directions have also been given to the Management on the following matters which must be approved by the Board:

- (a) material acquisition and disposal of assets/investments;
- (b) corporate/financial restructuring and corporate exercise;
- (c) material financial/funding arrangements and capital expenditures;
- (d) policies and procedures, delegation of authority matrix, code of conduct and business ethics;
- (e) nomination of directors and appointment of key executives; and
- (f) interested persons transactions.

All relevant information on material events and transactions will be circulated to the Directors as and when they arise.

# Corporate Governance Report

To facilitate effective management and without abdicating the Board's responsibility, certain functions of the Board have been delegated to various Board committees ("**Board Committees**"). The Board is assisted by an Audit Committee ("**AC**") as well as a Remuneration and Nominating Committee ("**RNC**"), each of which functions are clearly defined in their respective terms of reference and operating procedures as set out in the various principles and provisions in this report, which are reviewed by the Board on a regular basis. The RNC and AC comprise Non-Executive Directors, all of whom including the Chairman of each Board Committee, are independent.

## **Board Meetings and Meetings of Board Committees**

The Board meets on a half-yearly basis to review the financial performance of the Group and approve the release of the Group's half-year and full-year financial results. Additional meetings of the Board may be held as and when circumstances require. The Constitution of the Company (the "**Constitution**") allows meetings of the Board and Board Committees to be conducted by way of teleconference and videoconference. The Directors normally set dates of the meetings of the Board and Board Committees well in advance.

The attendance of Directors who were in office during FY2025 at meetings of the Board and Board Committees and general meeting held in FY2025 are set out below:

Name of Director/ Meeting	Board		Audit Committee		Remuneration and Nominating Committee		Annual General Meeting	
	No. of Meetings	Attendance	No. of Meetings	Attendance	No. of Meetings	Attendance	No. of Meetings	Attendance
Phua Cher Chew	2	2	2	2	1	1	1	1
Brian Praneda	2	2	2	2	1	1	1	1
Nico Purnomo Po	2	2	2	2*	1	1*	1	1
Ivan Kanel	2	2	2	2	1	1	1	1

\* By invitation

The Directors are required to declare their board representations. Annually, the RNC reviews the multiple board representations and other principal commitments held by the Directors, and will consider whether the Director is able to adequately carry out his director's duties, to ensure that sufficient time and attention are given to the affairs of the Company. Based on the attendance and the contributions of Directors at the meetings of the Board and Board Committees, it was satisfied that sufficient time and attention were given by all Directors to participate all the meetings held during FY2025.

To ensure that the Board is able to fulfil its responsibilities, the Management provides the Board with a management report containing complete, adequate and timely information prior to Board meetings as well as a report of the Group's ongoing activities. In addition to the business plans submitted to the Board for approval, the Board is provided with board papers and related materials in respect of the Group's financial, business, performance, position and prospects as and when requested so as to enable the Directors to be properly briefed on the matters to be considered at the Board and Board Committees meetings, to make informed decisions and to discharge their duties and responsibilities.

The Management will also keep the Board apprised of material variances between the actual results, corresponding period of the last financial year and the budget with appropriate explanation on such variances.

# Corporate Governance Report

The Board, the Board Committees and every Director have separate and independent access to the Management and are entitled to request for additional information as needed to make informed decisions. The appointment and removal of the Company Secretary is a matter for the Board to decide as a whole.

The Directors may, separately and independently, seek independent professional advice as and when necessary, in furtherance of their duties. The appointment of such professional advisers is subject to approval by the Board. Any cost of obtaining such professional advice will be borne by the Company.

In addition, all Directors have separate and independent access to the Company Secretary. The Company Secretary attends all meetings of the Board and Board Committees and prepares minutes of meetings of the Board and of the Board Committees which are circulated for review. The Company Secretary is also responsible for ensuring that Board procedures and all other rules and regulations applicable to the Company are followed and advises the Board of the requirements of the Company's Constitution, the Companies Act and the Catalist Rules.

## ***Training and Development of Directors***

Newly appointed Directors will be issued a formal letter by the Company Secretary setting out their statutory duties and obligations as a Director upon their appointment.

The Management will organise orientation programmes for new Directors to familiarise them with the Group's operations and business issues as well as the relevant regulations and governance requirements. In accordance with Catalist Rule 406(3)(a), the RNC will ensure that newly appointed Directors who do not have prior experience as a director of a publicly listed company in Singapore attend the mandatory training in the roles and responsibilities of a director as prescribed by the SGX-ST within one year from the date of their appointment at the Company's expense.

Mr. Ivan Kanel, who does not have prior experience as a director of a publicly listed company in Singapore, was appointed as a Director of the Company on 16 August 2024. He has completed all mandatory training courses as prescribed by the SGX-ST within one year from the date of his appointment (i.e. by 15 August 2025) in accordance with Catalist Rule 406(3)(a). All Board members have also completed the sustainability training prescribed by the SGX-ST.

The Company provides timely information to the Directors on Board's processes, corporate governance practices and updates on changes to laws and regulations. The Directors are also encouraged to keep themselves abreast of the latest developments relevant to the Company or themselves as Directors. Where necessary, the Directors will be updated on new legislation and/or regulations and changing commercial risks, from time to time, which are relevant to the Group. News releases issued by the SGX-ST and Accounting and Corporate Regulatory Authority ("**ACRA**") which are relevant to the Directors are circulated to the Board. The Directors are kept informed of upcoming conferences and seminars relevant to their roles as Directors of the Company. Such conferences and seminars as well as other training courses will be arranged and funded by the Company for all Directors. Annually, the external auditors will update the AC and the Board on any new and revised financial reporting standards which are relevant to the Group.

During FY2025, Directors were provided with briefings and updates (i) on the developments in financial reporting and governance standards by the external auditors; (ii) on changes to the listing rules and other regulatory requirements on a regular basis; and (iii) on changes in the relevant laws and regulations pertaining to the Group's business and changing commercial risks and business conditions of the Group by the Management on a monthly basis and during the meetings of the Board and Board Committees.

# Corporate Governance Report

## Board Composition and Guidance

**Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.**

As at the end of FY2025 and the date of this report, the Board comprises four (4) Directors, three (3) of whom, including the Chairman of the Board, are Independent Directors. In accordance with Provision 2.3 of the Code, the Board comprises three (3) Non-Executive Directors which makes up a majority of the Board. Details of the Directors are as set out below:

Name of Director	Position held on the Board and Board Committees served on (if any)	Board appointment whether executive, non-executive or independent	Date of first appointment	Date of last re-election
Phua Cher Chew	Chairman of the Board, member of AC and RNC	Non-Executive/ Independent	31 May 2021	27 April 2023
Nico Purnomo Po	Executive Director and Chief Executive Officer (“CEO”)	Executive	27 October 2023	21 June 2024
Brian Praneda	Director, Chairman of RNC and member of AC	Non-Executive/ Independent	31 December 2021	30 April 2025
Ivan Kanel	Director, Chairman of AC and member of RNC	Non-Executive/ Independent	16 August 2024	30 April 2025

The profiles and key information of the individual Directors as well as their respective shareholdings in the Company are set out in the “Board of Directors” and “Directors’ Statement” sections of this annual report respectively.

The Board and the RNC remain committed to continuously reviewing the adequacy of the composition of the Board and ensuring that at all times, the Board is in compliance with Principle 2 of the Code. The independence of the Directors is reviewed annually by the RNC. The RNC adopts the Code’s definition as to what constitutes an Independent Director in its review. The RNC and the Board have reviewed and ascertained that all Independent Directors are independent according to the Code, its Practice Guidance and Catalist Rule 406(3)(d) and note that:

- (a) the Independent Directors: (i) are not employed by the Company or any of its related corporations for the current or any of the past three (3) financial years; (ii) do not have an immediate family member who is employed or has been employed by the Company or any of its related corporations in the current or any of the past three (3) financial years, and whose remuneration is determined by the RNC; and (iii) has not been a director of the Company for an aggregate period of more than nine (9) years (whether before or after listing);
- (b) none of the Independent Directors or their immediate family member had in the current or immediate past financial year (i) provided or received material services or significant payments to and/or from the Group when aggregated over any financial year in excess of S\$50,000 for services other than compensation for board service; or (ii) was a substantial shareholder, partner, executive officer or a director of any organisation which provided or received material services or significant payments to and/or from the Group when aggregated over any financial year in excess of S\$200,000 for services rendered; and
- (c) none of the Independent Directors are directly associated with a substantial shareholder of the Company in the current or immediate past financial year.

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Each Independent Director is required to complete a Director's Independence Checklist annually to confirm his independence based on the guidelines as set out in the Code and the Catalist Rules. The Independent Directors have confirmed that they do not have any relationship with other Directors, the Company or its related corporations or its officer or its substantial shareholders, that could interfere, or be reasonably perceived to interfere with the exercise of their independent business judgement with a view to the best interests of the Company. The Independent Directors have also confirmed their independence in accordance with the Catalist Rules. Taking into consideration the RNC's review and the confirmations received from the Independent Directors, the Board is of the view that Mr. Phua Cher Chew, Mr. Brian Praneda and Mr. Ivan Kanel are independent.

The Company had adopted a Board Diversity Policy pursuant to Catalist Rule 710A. The Company recognises and embraces the importance of diversity towards a well-functioning and effective Board. The Company believes that having a diversity of skill sets, knowledge, experience, nationalities, ethnicity, age, cultural background and educational background among other relevant qualities in the Board's composition is essential for the effective governance of the Company. Such diversity will ultimately benefit the Board's ability to make decisions in the best interests of the Company. Such diversity will also foster constructive debate and allow the Board to avoid groupthink.

The RNC is responsible for reviewing and assessing Board composition on behalf of the Board, and for recommending the appointment of new directors. In doing so, the RNC will consider all the previously mentioned qualities in identifying and nominating suitable candidates to the Board, having regard to the optimum composition of the Board and how the diversity of qualities can be balanced appropriately. Although all Board appointments will ultimately be made based on merit and objective criteria, the Board will have due regard to the benefits of diversity and how a diversity of skills, experience, knowledge and independence can be complementary.

When a vacancy arises under any circumstances, or where it is considered that the Board would benefit from the services of a new Director with particular skills, the RNC, in consultation with the Board, will determine the selection criteria and select candidates with the appropriate expertise and experience for the position. The RNC will then nominate the most suitable candidate for appointment by the Board to the Company.

The Board Diversity Policy also recognises gender as an important aspect of diversity. As such, if external search consultants are used to search for candidates for Board appointments, the brief will include a requirement to also present female candidates. Currently, the Board does not have any female director and the Board targets to appoint a female director to the Board by FY2027. The Board is seeking and will continue to explore opportunities to appoint a female director, and the RNC will request for female candidates to be fielded for consideration when seeking to identify a new director for appointment for the Board.

The Company believes that the existing Board is sufficiently diverse, having considered, among others, the diversity of skills, experience, cultural background and nationalities of its current directors. In addition, the Board consists of Directors with ages ranging from mid 40s to early 50s, who have served on the Board for different tenures. The Board and the RNC are also satisfied that the current Board as a group has the appropriate balance and mix of core competencies in accounting and finance, legal, business and management experience, industry knowledge, strategic planning experience and customer-based experience or knowledge to allow for diverse and objective perspectives on the Group's business and directions. The RNC will assess the Board composition from time to time to ensure that this mix of core competencies is maintained within the Board and enhanced where required.

In addition to applying the Board Diversity Policy, the RNC will monitor its implementation and the Company's progress against the objectives set in the Board Diversity Policy. The RNC shall report to the Board on the progress made towards achieving board diversity on an annual basis.

The RNC will review the Board Diversity Policy periodically, where appropriate, in order to ensure its effectiveness, and will recommend appropriate revisions to the Board for consideration and approval.

# Corporate Governance Report

The Board and the RNC have considered and are satisfied that the current size of the Board of four (4) Directors is appropriate, taking into consideration the existing nature and scope of the operations of the Group. The Non-Executive Directors provide, amongst other things, strategic guidelines to the Company based on their professional knowledge and experience. They constructively challenge and help develop directions on strategy and review the performance of the Management in achieving agreed targets and objectives.

To facilitate a more effective check on the Management, the Independent Non-Executive Directors are encouraged to arrange for meetings without the Management being present at times deemed necessary. The Independent Directors, led by the Non-Executive and Independent Chairman, are encouraged to meet amongst themselves at least once a year without the presence of the Management and the Executive Director of the Board to, amongst others, discuss and evaluate the performance of the Management as well as the remuneration of the Executive Director and the key management personnel. The feedback and views expressed by the Independent Directors will be communicated to the Board. The Independent Directors had met at least once in FY2025, without the presence of the Management so as to facilitate a more effective check on the Management.

In general, the Board is able to exercise objective judgment independently from the Management and no individual or small group of individuals dominates the decision-making of the Board.

## Chairman and Chief Executive Officer

***Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.***

Mr. Phua Cher Chew is currently the Non-Executive and Independent Chairman of the Board while Mr. Nico Purnomo Po is the CEO of the Company. There is no familial relationship between the Chairman and the CEO. There is a clear division of roles and responsibilities between the Non-Executive and Independent Chairman and the CEO. The Non-Executive Independent Chairman leads and manages the business of the Board whilst the CEO and his team of management staff translate the Board's decisions into executive action. The segregation of the roles and responsibilities of the Chairman and the CEO ensures an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making.

The Chairman of the Board, is responsible for:

- (a) leading the Board to ensure its effectiveness on all aspects of its role;
- (b) setting the agenda for the meetings of the Board and instructing the Company Secretary to disseminate it to all Directors before each meeting;
- (c) promoting a culture of openness and debate within the Board;
- (d) ensuring the Board members engage the Management in constructive debate on various matters including strategic issues;
- (e) ensuring that the Directors receive complete, adequate and timely information;
- (f) ensuring effective communication with shareholders;
- (g) facilitating the effective contribution of all directors, in particular, the Non-Executive Directors; and
- (h) continuous pursuance of high standards of corporate governance.

# Corporate Governance Report

The CEO is responsible for implementing the Group's strategies and policies, making strategic and business investment decisions as well as the overall management and performance of the Group. The Board is of the opinion that there is a balance of power and authority within the Board.

In view that the Chairman of the Board is independent, the Board has not appointed a lead independent Director. The Chairman of the Board encourages constructive relations within the Board and between the Board and the Management to facilitate effective contribution of all Directors. The Chairman of the Board is assisted by the Board Committees in ensuring compliance with the Company's standards of corporate governance. He is available to shareholders when they have concerns and for which contact through the normal channels of communication with the CEO has failed to resolve, or for which such contact is inappropriate.

## Board Membership

***Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.***

As at the end of FY2025 and the date of this report, the RNC comprises three (3) Non-Executive Directors, all of whom including the Chairman of the RNC are independent.

The members of the RNC are as follows:

Mr. Brian Praneda – Chairman  
Mr. Phua Cher Chew  
Mr. Ivan Kanel

The RNC has written terms of reference setting out its authority and duties, and regulates its procedures and in particular, the calling and frequency of meetings, the notice to be given of such meetings, the voting and proceedings thereat. The Company also maintains records of the deliberations and proceedings of the meetings of the RNC. The key terms of reference of the RNC are as follows:

- (a) the RNC shall comprise not fewer than three (3) Directors, a majority of whom shall be independent;
- (b) the Chairman of the RNC shall be an Independent Non-Executive Director; and
- (c) the Board shall within three (3) months of cessation of a member appoint a new member from the date of cessation so that the number of members of the Board does not fall below three (3) if a member, for any reason, ceases to be a member.

The RNC handles both nominating and remuneration matters of the Company. With regards to nominating matters, the RNC pursuant to its written terms of reference shall:

- (a) review, establish procedures for and make recommendation to the Board on all Board appointments including appointment, re-appointment and/or replacement of the Chairman of the Board, CEO and key management personnel and re-appointments and on relevant matters relating to the succession plans of the Board;
- (b) review re-nominations, having regard to the Director's contribution and performance (e.g. attendance, preparedness and participation) including, if applicable, as an Independent Director;

# Corporate Governance Report

- (c) decide whether the Director is able to and has been adequately carrying out his duties as a Director when the Director has multiple board representations;
- (d) review the independence of the Directors on an annual basis;
- (e) establish procedures for the evaluation of the Board's performance and propose objective performance criteria, which shall be approved by the Board;
- (f) assess the effectiveness of the Board as whole and the Board Committees as well as assess the contribution by each individual Director to the effectiveness of the Board;
- (g) identify gaps in the mix of skills, experience and other qualities required in an effective Board and nominate or recommend suitable candidate(s) to fill these gaps;
- (h) ensure that all Board appointees undergo an appropriate induction programme;
- (i) review annually the Board's structure, size and composition and make recommendations to the Board with regards to any adjustments that are deemed necessary; and
- (j) review and recommend the appropriate training and professional development programmes for the Board and its Directors.

The RNC's role in respect of remuneration matters is separately disclosed under Principle 6 (Procedures for Developing Remuneration Policies).

The RNC is responsible in determining the independence of the Directors having regard to the circumstances set forth in Provision 2.1 of the Code, Practice Guidance of the Code and Catalist Rules 406(3)(d). The RNC conducts an annual review of the Directors' independence and is of the view that Mr. Brian Praneda, Mr. Phua Cher Chew and Mr. Ivan Kanel are independent.

The Independent Directors have confirmed that they do not have any relationship with other Directors, the Company or its related corporations or its officer or its substantial shareholders, that could interfere, or be reasonably perceived to interfere with the exercise of their independent business judgement with a view to the best interests of the Company as disclosed under Principle 2 of the Code.

Currently, none of the Directors hold an excessive number of board representations. Nonetheless, the Board has set the maximum number of listed company board representations each Director may hold to be five (5). When a Director has multiple board representations and other principal commitments, the RNC also considers whether or not the Director is able to and has adequately carried out his duties as a Director of the Company after taking into consideration their competing time commitments, attendance and contributions at the meetings and the nature of the Group's operations and size. The RNC is satisfied that sufficient time and attention has been given by the Directors to the affairs of the Company, notwithstanding that some of the Directors have multiple board representations and other principal commitments.

# Corporate Governance Report

The listed company directorships and principal commitments\* of the Directors are set out in the table below:

<b>Name of Director</b>	<b>Listed Company Directorships</b>	<b>Principal Commitments*</b>
<b><i>Executive Director</i></b>		
Nico Purnomo Po	Executive Director, CEO, Pollux Properties Ltd	Director of: Luban Investments Pte Ltd Tinifia Investment Pte Ltd Richmond View Investment Pte Ltd Orchard Residence Investment Pte Ltd Peninsula Park Residences Pte. Ltd. Pollux Treasures Pte. Ltd. Stirling Fort Capital Pte. Ltd. Pollux Alpha Investment Ltd. Savers Investment Limited Symbianta Worldwide Inc
<b><i>Independent Directors</i></b>		
Phua Cher Chew	Independent Director, Chairman of the Board of Directors, AC member, RNC member, Pollux Properties Ltd.  Executive Director, Deputy Chief Executive Officer, ZACD Group Ltd.	Executive Director, Deputy Chief Executive Officer, ZACD Group Ltd. Consultant, Juoku Pte Ltd
Brian Praneda	Independent Director, Chairman of RNC, AC member, Pollux Properties Ltd.	Independent Commissioner, PT Aesler Grup Internasional Tbk Independent Commissioner, PT Pollux Properties Indonesia Tbk Independent Commissioner, PT Pollux Hotel Groups Tbk Managing Partner, Praneda & Partners Law Firm
Ivan Kanel	Independent Director, Chairman of AC and RNC member, Pollux Properties Ltd.	Commissioner, PT Mahakarya Cipta Sentosa Director, PT Analisis Advis Indonesia Director, PT Asia Global Investasi Managing Partner and Director, PT Prodigy Konsultan Director, KJA CV SK & Co

\* The term "principal commitments" includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.

# Corporate Governance Report

In the selection process for the appointment of new Directors, the RNC will review the composition of the Board and identify the skill sets which enhance the Board's overall effectiveness. Potential candidates are identified from various sources including personal networks of the entire Board, which will be subsequently put to the Board for its consideration. The RNC may engage consultants to undertake research on, or assess, candidates applying for new positions on the Board, or to engage such other independent experts, as it considers necessary to assist in the selection and evaluation process if the appointment requires a specific skill set or industry specialisation. In assessing the suitability of a candidate to be appointed to the Board, the RNC will consider if he or she is able to make the appropriate contributions to the Board and the Group. The key factors which the RNC will take into consideration are:

- (a) qualifications, industry knowledge and functional expertise which are relevant and beneficial to the Group; and
- (b) extensive experience and business contacts in the industry in which the Group operates.

The proposed candidates' independence (if necessary) will also be considered before the RNC makes its recommendations to the Board. The new Directors will then be appointed by the Board.

The RNC is in charge of nominating the Directors for re-appointment, having regard to their competencies, commitment, contribution and performance, including but not limited to attendance, preparedness, participation and candour deciding whether a Director is able to, and has been adequately carrying out his duties as a Director. Under the Company's Constitution, a Director newly appointed by the Board shall hold office only until the next annual general meeting ("**AGM**") of the Company and shall then be eligible for re-election at the AGM. In addition, at least one-third of the Directors for the time being shall retire from office by rotation at each AGM of the Company, provided all Directors (including managing directors and executive directors) shall retire by rotation at least once every three (3) years pursuant to Catalyst Rule 720(4). There is no appointment of alternate Directors.

The RNC has reviewed and is satisfied that the Directors who are retiring in accordance with the Company's Constitution at the forthcoming AGM of the Company are properly qualified for re-appointment by virtue of their skills, experience and contributions. The RNC has recommended to the Board that Mr. Nico Purnomo Po and Mr. Phua Cher Chew who will be retiring by rotation pursuant to Regulation 89 of the Company's Constitution, be nominated for re-election as Directors at the forthcoming AGM of the Company.

# Corporate Governance Report

Pursuant to Catalist Rule 720(5), the additional information set out in Appendix 7F of the Catalist Rules relating to Mr. Nico Purnomo Po and Mr. Phua Cher Chew, who are retiring by rotation at the forthcoming AGM of the Company and submitting himself for re-appointment thereat, is disclosed below and to be read in conjunction with his respective biography under the “Board of Directors” section of this annual report.

Name of Director	Nico Purnomo Po	Phua Cher Chew
Date of Appointment	27 October 2023	31 May 2021
Date of last re-appointment (if applicable)	21 June 2024	27 April 2023
Age	44	51
Country of principal residence	Indonesia	Singapore
The Board’s comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The re-election of Mr. Nico Purnomo Po as the Executive Director was recommended by the RNC and the Board has accepted the recommendation, after taking into consideration Mr. Nico Purnomo Po’s qualifications, past experience and overall contributions since he was appointed as a Director of the Company.	The re-election of Mr. Phua Cher Chew as the Independent Director was recommended by the RNC and the Board has accepted the recommendation, after taking into consideration, Mr. Phua Cher Chew’s qualifications, past experience and overall contributions since he was appointed as a Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	Executive. Responsible for the management and operation of the Group and implementation of the Group’s strategies and policies.	The Board considers Mr. Phua Cher Chew to be independent for the purpose of Catalist Rule 704(7). Non-Executive.
Job Title	Executive Director and Chief Executive Officer	Independent Director, Chairman of the Board, member of the AC and the RNC
Professional qualifications	Bachelor of Computing, National University of Singapore	Bachelor of Business (Marketing), Central Queensland University  Diploma in Accountancy, Singapore Polytechnic  Member, Singapore Institute of Directors

# Corporate Governance Report

Name of Director	Nico Purnomo Po	Phua Cher Chew
Working experience and occupation(s) during the past 10 years	<p>October 2023 - Present: Executive Director and Chief Executive Officer, Pollux Properties Ltd.</p> <p>2021 - 2023: Executive Director and Chief Executive Officer, Pollux Holdings Pte Ltd</p> <p>2018 - 2020: Executive Director, PT. Pollux Hotels Group Tbk (f.k.a. PT. Pollux Investasi Internasional Tbk)</p> <p>2016 - 2020: Executive Director, PT. Pollux Properties Indonesia Tbk</p> <p>2008 - 2021: Executive Director and Chief Executive Director, Pollux Properties Ltd</p>	<p>2025 - Present: Executive Director, Deputy Chief Executive Officer, ZACD Group Ltd.</p> <p>2020 - Present: Consultant, Juoku Pte Ltd</p> <p>2017 - 2026: Director, Amcorp Forward Pte Ltd</p> <p>2023 - 2025: Chief Executive Officer, Technopals Pte Ltd</p> <p>2020 - 2022: Director, Zakoo Capital Pte Ltd</p> <p>2011 - 2022: Director, Amcorp Development Pte Ltd</p> <p>2013 - 2021: Director, Amcorp Uptown Pte Ltd</p> <p>2012 - 2020: Executive Director and Chief Executive Officer, Amcorp Global Limited (formerly known as Tee Land Limited)</p>
Shareholding interest in the listed issuer and its subsidiaries	Mr. Nico Purnomo Po owns 99.99% of the issued share capital of PT. Pollux Multi Artha, which holds 100% of the issued share capital of Pollux Holdings Pte. Ltd., which is a shareholder of the Company. As such, Mr. Nico Purnomo Po is deemed to be interested in the 1,713,242,325 shares held by Pollux Holdings Pte. Ltd., by virtue of section 7(4) of the Companies Act 1967.	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/ or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Save for Mr. Nico Purnomo Po being the substantial shareholder of the Company, none.	Nil
Conflict of interest (including any competing business)	No	No

# Corporate Governance Report

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## Name of Director

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Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer

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## Other Principal Commitments Including Directorships

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## Nico Purnomo Po

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Yes

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## Present Directorships

2025 - Present:  
Pollux Treasures Pte Ltd  
Giorgio Residences Pte Ltd  
Emerald Investments (SG) Pte. Ltd.  
Sapphire Investments (SG) Pte. Ltd.  
Diamond Investments (SG) Pte. Ltd.

2019 - Present:  
Luban Investments Pte Ltd

2017 - Present:  
Tinifia Investment Pte Ltd  
Goldman Morgan Holdings Pte Ltd  
Richmond View Investment Pte Ltd  
Orchard Residence Investment Pte Ltd  
Bvlgari Park Residences Pte Ltd  
Boulevard Residences Pte Ltd

2016 - Present:  
Stirling Fort Capital Pte Ltd  
Pollux (SF1) Pte Ltd  
Pollux (CCK) Pte Ltd

2015 - Present:  
PT. Raffles Investasi Indonesia  
PT. Pollux Multi Artha

2014 - Present:  
Pollux Holdings Pte Ltd  
PT. Mega Dutga Megah Laksana  
PT. Mega Daya Prima

2012 - Present:  
PT. Mega Kuningan Pinnacle  
PT. Adiperdana Sejahtera

2008 - Present:  
Pollux Alpha Investment Ltd.

2007 - Present:  
Cherimoya Worldwide Corporation  
Savers Investment Limited  
Symbianta Worldwide Inc

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## Phua Cher Chew

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Yes

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## Present Directorships

2025 - Present:  
Executive Director, Deputy Chief  
Executive Officer, ZACD Group Ltd.

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# Corporate Governance Report

Name of Director	Nico Purnomo Po	Phua Cher Chew
	<b><u>Past Directorships (in the last 5 years)</u></b>	<b><u>Past Directorships (in the last 5 years)</u></b>
	2017 - 2025: Louis Kienne International Pte Ltd. (f.k.a. Pollux Hospitality Pte Ltd)	2017 - 2026: Director, Amcorp Forward Pte Ltd
	2017 - 2023: Pollux Treasures Pte Ltd Channel Residences Pte Ltd Giorgio Residences Pte Ltd	2020 - 2022: Director, Zakoo Capital Pte Ltd
	2008 - 2021: Pollux Properties Ltd	2011 - 2022: Director, Amcorp Development Pte Ltd
	2016 - 2021: PT. Pollux Properties Indonesia Tbk	2013 - 2021: Director, Amcorp Uptown Pte Ltd
	2018 - 2021: PT. Pollux Hotels Group Tbk (f.k.a. PT. Pollux Investasi Internasional Tbk)	
	2018 - 2021: PT. Golden Flower Tbk	
	<b><u>Other:</u></b>	
	Magnificent Ocean Assets Ltd Fair Billion Holdings Ltd Dragon Diligent International Limited Sunny Scene Investment Ltd Ocean Blue Asia Limited Ariva Hospitality Premier Pte Ltd	

# Corporate Governance Report

Name of Director	Nico Purnomo Po	Phua Cher Chew
<b>Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given</b>		
(a)	Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	
	No	No
(b)	Whether at any time during the last 10 years, an application or a petition under an law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	
	No	No
(c)	Whether there is any unsatisfied judgment against him?	
	No	No
(d)	Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	
	No	No
(e)	Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	
	No	No
(f)	Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	
	No	No
(g)	Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	
	No	No
(h)	Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	
	No	No
(i)	Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	
	No	No

# Corporate Governance Report

(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-

- (i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or
- (ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or
- (iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or
- (iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,

in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?

No

No

(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?

No

No

## Disclosure applicable to the appointment of Director Only

Any prior experience as a director of a listed company?

Not applicable.  
This is in relation to the re-appointment of Director.

If yes, please provide details of prior experience.

If no, please provide details of any training undertaken in the roles and responsibilities of a director of a listed Company.

Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).

# Corporate Governance Report

Each member of the RNC shall abstain from voting on any resolution and making any recommendation and/or participating in any deliberations of the RNC in respect of the assessment of his performance or re-nomination as a Director. Accordingly, Mr. Phua Cher Chew, as a member of the RNC, has abstained from voting on any resolutions in relation to the assessment of his performance and renomination as Director of the Company.

The RNC recognises the importance of business continuity and the need for succession planning to attract and retain highly qualified individuals to serve on the Board. There is a structured process on reviewing the succession planning for Directors, including the Chairman, the CEO as well as other key management personnel (if any). Board succession planning is evaluated and carried out through the annual review by the RNC. The outcome of that review is reported to the Board. The Board seeks to refresh its memberships progressively while ensuring continuity of corporate performance.

## Board Performance

***Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its Board Committees and individual Directors.***

The RNC has recommended to the Board and has implemented a formal review process to assess the effectiveness of the Board and of each Board Committee separately, as well as the contribution by the Chairman and each individual Director to the Board on an annual basis. All members of the Board are required to complete and return the evaluation forms to the Company Secretary directly and in confidence within four (4) weeks after the end of each financial year. The Company Secretary will then collate the results and forward them to all members of the RNC for discussion. The RNC will thereafter report its findings to the Board.

For the purpose of its evaluation of the Directors' performance, the RNC focuses on whether the Directors, individually or collectively, possess the background, experience, competencies in industry, finance and management skills critical to the Group's business as well as whether each Director, with his special contributions, brings to the Board an independent and objective perspective to enable sound, balanced and well considered decisions to be made.

The performance criteria for the evaluation of the Board and Board Committees are in respect of the size, composition and independency of the Board and Board Committees, attendance and participation at the Board and Board Committees meeting(s), board processes, board information and accountability, board's review risk and internal controls and the Company's performance compared to industry benchmarks at comparative date.

Factors taken into account in the assessment of a Director's performance include his abilities and competencies, his objectivity and the level of participation at Board and Board Committee meetings including his contribution to Board processes as well as the business strategies and performance of the Group. The performance criteria have not been changed in FY2025 as the current criteria was considered adequate for the aforementioned assessment, and where circumstances deem it necessary for any of the criteria to be changed, the Board should justify the reason.

The Company's current Board comprises one (1) Executive Director and three (3) Independent Directors, of which the three (3) Independent Directors are the members of the AC and RNC. Hence, the Board together with the RNC, is of the view that due to relatively small size of the Board and Board Committees and given the relevant background, experience, expertise of each Director and their contribution to the Group, participation at the Board and Board Committees meetings, assessment by the RNC of the effectiveness of the Board and Board Committees as a whole and each Director's performance through completing the evaluation form adopted by the Board is sufficient.

The RNC, having reviewed the overall performance of the Board in terms of its role and responsibilities as well as the conduct of its affairs as a whole for FY2025, and the peer assessment of each Director, is of the view that the performance of the Board and Board Committees as a whole, and the contribution of each Director to the effectiveness of the Board has been satisfactory. No external facilitator had been engaged by the Board for this purpose.

# Corporate Governance Report

## REMUNERATION MATTERS

### Procedures for Developing Remuneration Policies

***Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.***

As at the end of FY2025 and the date of this report, the RNC comprises three (3) members, all of whom, including the Chairman, are Independent Directors. The members of the RNC are as follows:

Mr. Brian Praneda – Chairman  
Mr. Phua Cher Chew  
Mr. Ivan Kanel

With regards to remuneration matters, the RNC pursuant to its written terms of reference shall:

- (a) review and recommend to the Board a framework of remuneration for the Directors and key management personnel which covers Directors' fees, where applicable, basic salaries, allowances, bonuses, specific remuneration packages and benefits-in-kind;
- (b) review and recommend to the Board the specific remuneration packages for each Director as well as for the key management personnel which take into account annual increments and bonuses;
- (c) review the remuneration packages of all managerial staff who are related to any of the Directors;
- (d) review the performance of key management personnel to enable the RNC to determine their annual remuneration and bonus rewards; and
- (e) recommend to the Board, in consultation with the key management personnel and the CEO, any long-term incentive scheme.

The RNC is tasked to provide a formal, transparent and objective procedure for fixing the remuneration packages of individual Directors and to ensure that the level of remuneration paid by the Company serves to attract, retain and motivate the employees needed to manage the Company successfully in the long term. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses and other benefits-in-kind and termination terms shall be considered by the RNC, to ensure they are fair. The recommendations made by the RNC will be submitted for endorsement by the Board. The Board is ultimately accountable for all remuneration decisions. Each member of the RNC shall abstain from voting on any resolutions in respect of his remuneration package.

The RNC has access to professional advice from experts outside the Company on remuneration matters as and when necessary. The RNC will ensure that existing relationships between the Company and its appointed remuneration consultants, if any, will not affect the independence and objectivity of the remuneration consultants. The Company will also disclose the names and firms of the remuneration consultants (if any) in the annual report and include a statement on whether the remuneration consultants have any such relationships with the Company. The Company did not engage any remuneration consultant in respect of the remuneration matters of the Group during FY2025.

The RNC will review the compensation commitments of the Directors' or key management personnel's contracts of service as and when necessary to ensure that such contracts of service contain fair and reasonable termination clauses.

# Corporate Governance Report

## Level and Mix of Remuneration

***Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.***

The Group sets remuneration packages which are competitive and sufficient to attract, retain and motivate Directors and key management personnel with adequate experience and expertise to manage the business and operations of the Group for the long term. In setting remuneration packages, the Group takes into account salary and employment conditions within the same industry and in comparable companies. The Group adopts a remuneration policy for the Executive Director and key management personnel, comprising a basic salary component, bonus component and benefits-in-kind. The bonus component is performance-based and seeks to align the interests with those of the shareholders of the Company.

Currently, the Company does not have any long-term incentive scheme. The RNC will consider recommending the implementation of incentive schemes for the executive and non-executive directors as well as key management personnel as and when it considers appropriate.

All Directors, excluding the Executive Director, are paid a basic Directors' fee. Currently, the basic fee is determined and considered by the Board based on the effort, time spent and responsibilities of the Directors. The RNC had assessed that the current remuneration of Non-Executive Directors to be appropriate to the level of contribution and commitment required from the Independent Directors. Based on the current operations and structure of the Group, the fixed basic fee is reasonable due to the non-complexity of the Group's business. The RNC is also mindful that the remuneration for Non-Executive Directors should not be excessive so as not to reasonably be perceived to compromise their independence. The payment of such fees to the Directors is subject to approval of shareholders at the AGM of the Company. The Independent Directors have not been over-compensated to the extent that their independence is compromised.

Non-Executive Directors have no service contracts with the Company. The Executive Director has a service contract with the Company, which can be terminated by either the Company or the Executive Director giving not less than three (3) months' notice in writing.

The RNC is of the view that it is currently not necessary to use contractual provisions to allow the Company to reclaim incentive components of remuneration from the Executive Director and key management personnel (if any) in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company as the Executive Director and key management personnel (if any) will be paid bonus linked to their performance and the Group's performance. The Executive Director owes a fiduciary duty to the Company, and hence, the Company should be able to avail itself of remedies against the Executive Director in the event of such breach of fiduciary duties. The RNC will review such contractual provisions with the Executive Director and key management personnel as and when necessary.

## Disclosure on Remuneration

***Principle 8: The Company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.***

The compensation package for employees including the Executive Director and CEO and key management personnel (if any) comprises a fixed component (base salary), a variable component (cash-based annual bonus) and benefits-in-kind, where applicable, taking into account factors such as the individual's performance, the performance of the Group and industry practices.

# Corporate Governance Report

In FY2025, save for the CEO, the Company does not have any other key management personnel. A breakdown of the remuneration of the Directors and key management personnel for FY2025 is set out below:

Name of Director	Base/Fixed Salary <sup>(1)</sup> (S\$)	Directors' Fees <sup>(2)</sup> (S\$)	Other Benefits <sup>(3)</sup> (S\$)	Total (S\$)
Nico Purnomo Po	240,000	–	144,000	384,000
Phua Cher Chew	–	18,000	–	18,000
Brian Praneda	–	18,000	–	18,000
Ivan Kanel	–	18,000	–	18,000

<sup>(1)</sup> Includes CPF contribution.

<sup>(2)</sup> Directors' fees are subject to the approval of the Company's shareholders at the forthcoming AGM of the Company.

<sup>(3)</sup> Other benefits refer to accommodation provided.

There were no termination, retirement and post-employment benefits granted to the Directors and key management personnel.

Save for Mr. Nico Purnomo Po who is a substantial shareholder of the Company, the Company does not have any employee who is a substantial shareholder of the Company, or an immediate family member of any Director, the CEO or a substantial shareholder of the Company, and whose remuneration exceeds S\$100,000 during FY2025.

Currently, the Company does not have any share-based compensation scheme or any long-term incentive scheme involving the offer of shares or options in place.

## ACCOUNTABILITY AND AUDIT

### Risk Management and Internal Controls

***Principle 9: The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.***

The Board endeavours to ensure that the annual audited financial statements as well as the half year and full year announcements of the Group's financial results present a balanced and comprehensible assessment of the Group's performance, position and prospects. The Board takes adequate steps to ensure compliance with the relevant legislative and regulatory requirements and observes obligations of continuing disclosure under the Catalist Rules. In FY2025, the Board has reviewed reports submitted by the Management to ensure compliance with all the Group's policies, operational practices and procedures and relevant legislative and regulatory requirements.

In line with the Catalist Rules, the Board has also provided a negative assurance statement to shareholders in respect of the half year results announcement.

# Corporate Governance Report

## **Risk Management**

### ***The Board's Responsibility***

The Board acknowledges that it is responsible for the overall internal control framework and the maintenance of a sound system of risk management and internal controls, and determines the nature and extent of the significant risks which the Company is willing to take in achieving its strategic objectives and value creation.

### ***Enterprise Risk Management Exercise***

An Enterprise Risk Management ("ERM") Committee which comprises senior personnel from the operational and financial functions of the Group has been established since FY2017. The ERM Committee has reviewed the Group's business and operational activities to identify areas of significant business risks as well as appropriate measures to control and mitigate these risks.

### ***Confirmation provided by Senior Management***

The Board has overseen the Management in the design, implementation and monitoring of the risk management system. On an annual basis, the ERM Committee will report to the Board the processes, risks, and risk mitigating controls that are in place and provide updates on the status of significant issues of the Group, if any, to the Board. Based on the evaluation of risk management system performed by the ERM Committee, the CEO has provided written assurance to the Board that the Group's risk management system is adequate and effective for FY2025.

## **Internal Controls**

The effectiveness of the internal control systems and procedures are monitored by the Management. The Board acknowledges that it is responsible for the overall internal control framework, but recognises that no cost effective internal control system will preclude all errors and irregularities, as a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

Apart from the above, the AC also commissions and reviews the findings of internal controls or infringement of any Singapore laws, rules or regulations which has or is likely to have a material impact on the Group's operating results and/or financial position on annual basis. On an annual basis, the AC, on behalf of the Board, shall review the adequacy and effectiveness of the Group's internal controls systems, including financial, operational, compliance and information technology controls, and risk management systems. The processes used by the AC to review the adequacy and effectiveness of the system of internal control and risk management include:

- (a) discussions with the ERM Committee and the Management on risks management;
- (b) the internal audit processes;
- (c) the review of external and internal audit plans; and
- (d) the review of significant issues raised by the external and internal auditors.

For FY2025, due to operational challenges arising from recent transition in key personnel of the Group's Indonesia subsidiary, PT. Mitra Investasi Abadi ("MIA"), being the sole subject of the FY2025 internal audit (in addition to the follow-up review on the status of the implementation of measures relating to the FY2024 internal audit findings), Wensen has encountered certain complications and delays in obtaining the requisite information and supporting documents from MIA to perform its internal audit. Accordingly, as at the date of this report, Wensen has not completed its internal audit and has not been able to furnish the internal audit report for FY2025.

# Corporate Governance Report

The AC has clarified and ascertained the circumstances and nature of the above-mentioned delay with the Management and understood that the delay in providing the requested information and documents by the key personnel in MIA was largely due to the increased workload of the newly joined key personnel during the financial reporting season including but not limited to supporting the internal audit, external audit and valuation matters, on top of getting familiarized with MIA's situation as a new-joiner and managing daily operational activities. As such, the AC noted that the delay is operational in nature, and is one-off which is not due to the lack of risk management and internal controls.

Notwithstanding the foregoing, the AC noted that the scope of the FY2025 internal audit related to only one of the Group's operating subsidiaries which contributed to less than 2.0% of each of the Group's consolidated revenue, profit before tax and total assets in FY2025. Based on the six-year internal audit plan reviewed and approved by the AC, MIA is the last operating subsidiary to be subject to the internal controls review process in FY2025. In addition, as at the date of this report, based on the discussions with and work done by Wensen, the AC noted that there have not been any material internal control weakness findings. The AC further noted that (i) the transition has been substantially completed as at the date of this report, and (ii) the Management is working closely with the current key personnel of MIA to actively cooperate with Wensen to expedite on the FY2025 internal audit report which is targeted to be submitted for the AC's review by end of May 2026. The AC will review the completed internal audit report (including the findings and the Management's responses thereto) for FY2025 and, in the event that there are any material adverse findings in the FY2025 internal audit report, the AC will deliberate with the Management on the appropriate actions to be taken to address them and the Company will make the necessary announcements as required under the Catalist Rules in a timely manner.

Based on the above, as well as the framework of risk management and internal controls established and maintained by the Group, the review performed by the Management and the AC, and the review undertaken by the external auditors as part of their statutory audit in FY2025, the Board, with the concurrence of the AC, is of the opinion that the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management systems, are effective and adequate for FY2025.

For FY2025, the Board has also received written assurance from the CEO that:

- (a) the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and
- (b) the Group's risk management and internal control systems are effective and adequate.

Following the resignation of Ms. Chew Kim Kuan as the Financial Controller effective on 13 November 2024, the Company has not appointed a successor to this position. Accordingly, only the CEO has provided the above written assurance in FY2025. The Company targets to appoint its new Financial Controller in FY2026.

## **Audit Committee**

### ***Principle 10: The Board has an Audit Committee ("AC") which discharges its duties objectively.***

The AC comprises three (3) Non-Executive Directors, all of whom including the Chairman of the AC are independent. At least two (2) members, including the Chairman of the AC, have recent and relevant accounting or related financial management expertise or experience.

The members of the AC are as follows:

Mr. Ivan Kanel – Chairman  
Mr. Phua Cher Chew  
Mr. Brian Praneda

The members of the AC have many years of experience in senior management positions in both financial and industrial sectors. The Board is of the opinion that the members of the AC are appropriately qualified to discharge their responsibilities.

# Corporate Governance Report

The AC has explicit authority to investigate any matter within its terms of reference, with full access to and co-operation from the Management as well as full discretion to invite any Director or executive officer of the Group to attend its meetings, and is given reasonable resources to enable it to discharge its functions properly. For FY2025, the AC held two (2) meetings.

The main objective of the AC is to assist the Board in fulfilling their fiduciary duties to the Company and each of its subsidiaries. The AC, pursuant to its written terms of reference, shall:

- (a) review the significant financial reporting issues and judgments so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Company's financial performance;
- (b) recommend to the Board the appointment or re-appointment or removal of, and approving the remuneration and terms of engagement of, the external auditors and internal auditors;
- (c) review the audit plans of the internal and external auditors of the Company, and review the internal auditors' evaluation of the adequacy and effectiveness of the Company's system of internal accounting controls and the assistance given by the Management to the internal and external auditors;
- (d) evaluate the adequacy, effectiveness, independence, scope and results of both the internal and external audit functions;
- (e) determine that no unwarranted management restrictions are being placed upon the external and internal auditors;
- (f) review the financial statements with the Management and external auditors (where applicable) for submission to the Board;
- (g) review the half yearly and full year announcements of the results of the Group before submission to the Board for approval;
- (h) review the assurance from the CEO and the Financial Controller on the financial records and financial statements;
- (i) report to the Board summarising the work performed by the AC in carrying out its functions;
- (j) review interested person transactions;
- (k) have explicit authority to investigate any matter within its terms of reference, with full access to and co-operation by the Management and full discretion to invite any Director or executive officer of the Group to attend its meetings, and reasonable resources to enable it to discharge its functions properly;
- (l) review the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on;
- (m) review the scope and results of the audit and its cost effectiveness and the independence and objectivity of the external and internal auditors;
- (n) meet with the external and internal auditors, without the presence of the Management at least annually; and
- (o) review and report to the Board, at least annually, the adequacy and effectiveness of the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management systems (such review can be carried out internally or with the assistance of any competent third parties).

# Corporate Governance Report

In addition to the abovementioned activities undertaken to fulfil its responsibilities, the AC is kept abreast by the Management, external and internal auditors on changes to accounting standards, Catalist Rules and other rules and regulations which could have an impact on the Group's business and financial statements.

The AC has met the external auditors and the internal auditors, without the presence of the Management, for FY2025.

The Company has complied with Rule 712 of the Catalist Rules in relation to the appointment of its external auditors, Foo Kon Tan LLP and the AC had taken into consideration the Audit Quality Indicator Disclosure Framework published by the Accounting and Corporate Regulatory Authority. In addition, the AC had taken into consideration the adequacy of the resources, experience of the external auditors, the audit engagement partner assigned to the audit, the firm's other audit engagements, the size and complexity of the Group being audited, and the number and experience of supervisory and professional staff assigned to the audit and its ability to provide audit service to the Group. During FY2025, the aggregate amount of fees paid and/or payable to the external auditors for audit services amounted to approximately S\$170,000. During FY2025, there were no non-audit services rendered by the external auditors to the Group. The AC has reviewed and confirmed the independence and objectivity of the external auditors.

The Company confirms its compliance with Rules 712 and 715 of the Catalist Rules in relation to the appointment of its auditors. No former partner or director of the Company's existing auditing firm or audit corporation is a member of the AC. With reference to the joint recommendations made by the Monetary Authority of Singapore, ACRA and SGX-ST, the audit committees of all Singapore-listed entities are encouraged to disclose their perspectives and assessment on key audit matters ("KAM"). The following KAM was discussed between external auditors and Management, and reviewed by the AC.

Key Audit Matter	How the AC reviewed this matter and what decision was made
<p><b>Valuation of investment properties</b></p>	<p>As at 31 December 2025, the Group's investment properties amounted to \$317.7 million and accounted for 90% of the Group's total assets.</p> <p>The fair valuation of these properties is significant to the Group's result due to their materiality and use of estimates in the valuation process. The Group records its investment properties at their fair values based on independent external valuations. The valuation process involves valuation methods with significant estimates on the underlying assumptions applied.</p> <p>The AC has considered and is satisfied with the competency and capabilities of the independent external valuation specialist as well as the valuation methods.</p> <p>The valuation of investment properties is an area of focus for the external auditors. The external auditors have included it as a key audit matter in the independent auditors' report for the financial year ended 31 December 2025. Please refer to pages 72 to 73 of this annual report.</p>

## Whistle-Blowing Policy

The Company has in place a whistle-blowing policy and procedures which provide employees with well-defined and accessible channels within the Group including a direct channel to the AC, for reporting suspected fraud, corruption, dishonest practices or other similar matters.

The policy aims to encourage the reporting of such matters in good faith, with the confidence that the identity of the whistleblower is kept confidential and only made known to the members of the AC, which has oversight and monitors the whistle-blowing function, and employees making such reports in good faith will be treated fairly and be protected from reprisal. On an ongoing basis, the whistle-blowing policy is communicated to employees, and covered during staff training as part of the Group's efforts to promote control awareness in relation to possible corporate or financial improprieties.

# Corporate Governance Report

The AC, which comprises Independent Directors, is responsible for the oversight and monitoring of the whistle-blowing policy, ensuring that any investigation and follow-up procedures are taken in an objective manner, if any. The policy and its effectiveness will be reviewed by the AC periodically, with recommendations regarding updates or amendments, if any, to be made to the Board as required. The whistle-blowing policy will be endorsed by the AC.

There was no whistle-blowing report received during FY2025.

Complaints, incidents or claims can be raised directly to the Chairman of the AC at [ac@pollux.com.sg](mailto:ac@pollux.com.sg).

## Internal Audit

The AC's responsibilities over the Group's internal controls and risk management systems are complemented by the work of the internal auditors. The size of the operations of the Group does not warrant the Group having an in-house internal audit function. The Company has outsourced its internal audit function to an independent professional firm, Wensen Consulting Asia (S) Pte. Ltd. ("**Wensen**"), to perform the review and test of controls of the Group's processes in FY2025. Wensen has experience in providing risk advisory, internal audit and other consulting services. Wensen is headed by the Managing Director, who is a member of Malaysian Institute of Accountants (MIA), member of Institute of Singapore Chartered Accountants (ISCA), Fellow Member of the Association of Chartered Certified Accountants (FCCA) and Chartered Member of the Institute of Internal Auditors Malaysia (CMIIA). The engagement team comprises an engagement director who has more than 15 years of experience in risk management and risk-based internal auditing and is an affiliate of the Association of Chartered Certified Accountants, a Lead Consultant and other supporting consultants who possesses relevant experience and qualification in the field of accounting and finance.

The AC approves any hiring, removal, evaluation and remuneration of the external professional firm to which the internal audit function is outsourced. The AC has reviewed and assessed the qualifications and experience of the appointed internal audit firm's team which undertakes the function of its internal audit within the Group. The AC also assesses and ensures the independence, adequacy and effectiveness of the internal audit function annually. The internal auditors report to the Chairman of the AC. The internal auditors plan their internal audit schedules in consultation with, but independent of, the Management. The internal auditors have unrestricted access to all the Company's documents, records, properties and personnel, including access to the AC. The engagement with the IA is free from any relationship or conflict of interest, which could potentially impair the objectivity and independence.

Having reviewed the scope of the internal audit to be performed by the internal auditors for FY2025 and as set out above, the AC is satisfied that the internal audit function is independent, effective and adequately staffed with suitably qualified and experienced professional members with the relevant experience, and has appropriate standing within the Company.

## SHAREHOLDER RIGHTS AND ENGAGEMENT

### Shareholder Rights and Conduct of General Meetings

***Principle 11: The Company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the Company. The Company gives shareholders a balanced and understandable assessment of its performance, position and prospects.***

All shareholders are entitled to attend the Company's general meetings and are provided the opportunity to participate in the general meetings. Shareholders are also briefed by the Company on the rules, including voting procedures that govern general meetings. These general meetings also provide excellent opportunities for the Company to obtain shareholders' views on value creation. Shareholders (other than a shareholder who is a relevant intermediary) may appoint up to two (2) proxies to vote on their behalf at the general meetings of the Company. A shareholder who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend and vote at the general meetings of the Company. The duly completed proxy form has to be deposited at the Company's registered office or such other place as may be specified for that purpose at least 72 hours before the time of the general meetings.

# Corporate Governance Report

The shareholders are encouraged to attend the general meetings to communicate their views on matters affecting the Group and to stay informed of the Group's strategies and visions. The Company's Constitution does not allow shareholders to vote in absentia. The Company is not implementing absentia voting methods such as voting via mail, e-mail or fax until security, integrity and other pertinent issues are satisfactorily resolved. Substantially separate issues are tabled in separate resolutions at general meetings. Where the issues are interdependent and linked to form one significant proposal and the resolutions are bundled, the Company will explain the reasons and material implications in the notice of the general meeting. Voting is carried out systemically, and the votes casted and resolutions passed are properly recorded.

The Company conducts the voting of all its resolutions by poll at all its general meetings. The results of poll of each resolution tabled are announced at the meetings and in an announcement released after the meeting via SGXNet and on the Company's corporate website. Shareholders can vote personally or by their appointed proxies. The Company will employ electronic polling if necessary.

All Board members, including the Chairman of the AC and the RNC, and the external auditors are available at general meetings of the Company to answer questions from the shareholders. Registered shareholders are invited to attend and participate actively in such meetings.

The AGM in respect of the financial year ended 31 December 2024, was convened and held on 30 April 2025 ("**2024 General Meeting**") where Shareholders were invited to attend physically and no option for Shareholders to participate virtually. Shareholders could appoint the Chairman of the AGM as their proxy to vote on the resolutions at the AGM. Except for Mr. Nico Purnomo Po who had prior commitments, all Directors who were in office and the external auditors had attended the 2024 General Meeting. Save for the 2024 General Meeting, there were no other general meetings held in FY2025.

The Company Secretary prepares minutes of general meetings, which incorporates substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting, and responses from the Board and the Management (if any). The Minutes of the 2024 General Meeting were published on the SGX website within one month after the date of the 2024 General Meeting.

Except as disclosed in the preceding paragraph, the Company does not publish minutes of general meetings of shareholders on its corporate website as the Company is of the view that there are potential adverse implications, including commercial and legal implications. All shareholders, including those who did not attend the relevant general meeting, have a statutory right to request and would be furnished copies of minutes of general meetings in accordance with Section 189 of the Companies Act 1967. The Company is therefore of the view that its practices are consistent with the intent of Principle 11 of the Code.

The Company's Constitution allows for electronic communications and as part of its sustainability efforts, it will not be posting physical copies of the annual reports to shareholders. Nonetheless, a copy of the annual report upon request will be sent to shareholders. The request form for printed copies of the annual report, the notice of AGM and proxy form will be sent to every shareholder. The notice of AGM will also be advertised in a daily newspaper.

The Company is committed to a sustainable dividend policy and aims to deliver growth in the long term. Subject to applicable laws and regulations, the Company plans to provide shareholders of the Company ("**Shareholders**") with a targeted annual dividend payout of at least 20% of any profits in excess of S\$5 million net profit attributable to Shareholders excluding non-controlling interests and non-recurring, one-off and exceptional items. The dividends will be paid on a yearly basis with effect from 31 December 2023. Such declaration and payment of dividends shall be determined at the sole discretion of the Board.

# Corporate Governance Report

In proposing any dividend declaration and payout, the Board will, subject to Section 403 of the Companies Act 1967 and Practice Note 7G of the Catalist Rules, also take into account, *inter alia*:-

- (i) the level of the Group's cash and retained earnings;
- (ii) the Group's actual and projected financial performance;
- (iii) the Group's projected levels of capital expenditure and other investment plans;
- (iv) the Group's working capital requirements and general financing condition;
- (v) restrictions on payment of dividends imposed on the Group by the Group's financing arrangements (if any); and
- (vi) any other factors that the Board deems appropriate.

This dividend policy and the declaration and/or payment of future dividends under this policy are subject to the Board's continuing determination that this dividend policy and the declaration and/or payment of dividends would be in the best interests of the Company and Shareholders, and are in compliance with all applicable laws and regulations.

The Board endeavours to maintain a balance between meeting Shareholders' expectations and prudent capital management with a sustainable dividend policy. The Board will continually review the dividend policy and reserves the right in its sole and absolute discretion to update, amend, modify and/or cancel the dividend policy at any time.

No dividend has been declared or recommended for FY2025 as cash flows are being directed to fund the Group's operating activities and the Company was in an accumulated loss position as at 31 December 2025.

## Engagement with Shareholders

***Principle 12: The Company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the Company.***

The Board is mindful of its obligations to provide timely and fair disclosure of material information to the SGX-ST and shareholders in accordance with Appendix 7A on "Corporate Disclosure Policy" and Practice Note 7A on "Continuing Disclosure" of the Catalist Rules. The Board embraces openness and transparency in the conduct of the Company's affairs, whilst safeguarding its commercial interests. The Board's policy is that all shareholders should be equally informed on a timely basis of all major developments that impact the Group. Price sensitive information, financial results and annual reports of the Company are released via SGXNET on a timely basis. The Annual Report, the Notice of AGM and the accompanying proxy form will be published on the Company's website at <http://pollux.com.sg/annual-reports> and on the SGX website at <https://www.sgx.com/securities/company-announcements>. The Notice of AGM is also advertised in a daily newspaper.

The Company is committed to corporate governance and transparency by disclosing to its stakeholders, including its shareholders, as much relevant information as is possible, in a timely, fair and transparent manner as well as to hearing its shareholders' views and addressing their concerns.

The Company does not practice selective disclosure of material information. All material information on the performance and development of the Group and of the Company is disclosed in an accurate and comprehensive manner through SGXNET and the Company's website.

# Corporate Governance Report

General meetings have been and are still the principal forum for dialogue with shareholders. General meetings offer opportunities for the Board to interact with shareholders, understand their views, gather feedback as well as address concerns. Enquiries by shareholders are dealt with as promptly as practicably possible.

Notwithstanding that the Company does not have an investor relations policy due to its current size and operational scale, all shareholders are welcome to attend the general meetings and are given the opportunity to pose questions to the Board or Management prior to and at the general meeting. In addition, the Company also maintains a website at <http://pollux.com.sg> and updates it on a timely basis to bring public awareness of the Group's latest developments and businesses. To enable shareholders to contact the Company with questions easily, the contact details are set out on the Company's website. Shareholders can provide feedback to the Company via the electronic mail address, the registered office address or telephone calls. Calls and emails requesting for information are attended to promptly. Accordingly, the Board is of the view that, with the above-mentioned avenues for communication between the Board and all shareholders, the Company allows for an ongoing exchange of views to actively engage and promote regular, effective and fair communication with Shareholders. The Company will consider the appointment of a professional investor relations officer to manage the function should the need arise.

## MANAGING STAKEHOLDERS' RELATIONSHIPS

### Engagement with Stakeholders

***Principle 13: The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.***

The Company has regularly engaged its stakeholders mainly through its company website and emails to ensure that its interests are aligned with those of its stakeholders. The Company has identified stakeholders' groups which have a significant influence and interest in the Group's business and operations. The key stakeholders include shareholders and investors, employees, customers, financial institutions and regulators.

The Company adopts an inclusive approach by considering and balancing the needs of material stakeholders and embeds environmental, social and governance considerations into its risk assessment, financing policies and business operations which has been set out in the Sustainability Report for FY2025 on page 45 to page 66 of this Annual Report.

The Company maintains a corporate website at <http://pollux.com.sg> to communicate and engage with stakeholders.

## DEALINGS IN THE COMPANY'S SECURITIES

The Company has issued a guideline on share dealings to all Directors and employees of the Group which sets out the code of conduct on transactions in the Company's shares by these persons, the implications of insider trading and general guidance on the prohibition against such dealings.

In line with Rule 1204(19) of the Catalist Rules, the Company issues a notification to all Directors and employees of the Group informing them that they are not allowed to deal in the securities of the Company during the period commencing one (1) month before the announcement of the Company's half-year and full-year financial results, and ending on the date of the announcement of the relevant results. The Company also does not deal in its shares during such period. In addition, the Company prohibits all Directors and officers (including employees) of the Group from dealing in the Company's securities on short-term considerations or when they are in possession of unpublished price-sensitive information. In addition, the Directors and the key management personnel and their associates are expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period.

# Corporate Governance Report

## INTERESTED PERSON TRANSACTIONS

The Company has established procedures governing all interested person transactions to ensure that they are properly reviewed and approved. The Group does not have a general mandate from shareholders for interested person transactions pursuant to Rule 920 of the Catalist Rules.

During FY2025, the aggregate value of all interested person transactions are as follows:

Name of interested person	Nature of relationship	Aggregate value of all interested person transactions during the financial year under the review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than \$100,000)
Nil	Nil	Nil	Not applicable

## MATERIAL CONTRACTS

As at the end of FY2025, there was an aggregate outstanding loan amount of S\$4,493,410 due to Pollux Treasures Pte. Ltd., a company wholly-owned by Pollux Botero Pte. Ltd. (a 50:50 joint venture with Goldman Morgan Holdings Pte. Ltd.), from the Company and Goldman Morgan Holdings Pte. Ltd. This loan, entered into in 2014, is unsecured and interest-free. Further, Pollux Treasures Pte. Ltd. has confirmed that the loan will not be recalled in the next 12 months. Goldman Morgan Holdings Pte. Ltd. is indirectly wholly owned by Mr. Nico Purnomo Po, the Executive Director and Chief Executive Officer of the Company.

Save as disclosed in this annual report, there were no other material contracts entered into by the Company or any of its subsidiaries involving the interests of the CEO, any Director or controlling shareholder, either still subsisting at the end of FY2025, or if not then subsisting, entered into since the end of the previous financial year.

## NON-SPONSOR FEES

With reference to Rule 1204(21) of the Catalist Rules, there were no non-sponsor fees paid to the Company's sponsor, Novus Corporate Finance Pte. Ltd. in FY2025 for non-sponsor related work.

# Sustainability Report

**Together**  
We Build Excellence



# Sustainability Report

## ABOUT THE REPORT

### Reporting Boundary

As a guide, this report covers operations and all subsidiaries for which Pollux Properties Ltd. (“**Pollux**” or “**Company**”, and together with its subsidiaries, the “**Group**”) has operational control, unless otherwise stated. It seeks to provide an overview of our sustainability practices, commitment, and performance of the Group’s material Environmental, Social and Governance (“**ESG**”) topics.

As a guide, this report covers the following operations:

- MacDonald House (Singapore)
- Three hotels in Cikarang (Indonesia)

### Reporting Period and Standard

This report relates to the year ended 31 December 2025 and was prepared in accordance with Rules 711A and 711B as well as Practice Note 7F of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalyst, and with reference to the Global Reporting Initiative (“**GRI**”) Standards reporting requirements. The GRI Standards is the most widely used and internationally accepted sustainability reporting framework. A GRI Content Index at the end of the report specifies the location of the relevant disclosures. The Group continues to adopt the recommendations of the Task Force on Climate-Related Financial Disclosures (“**TCFD**”) established by the Financial Stability Board to guide its climate-related disclosures.

All directors have completed the mandatory sustainability training course as required by the enhanced SGX sustainability reporting rules. The sustainability reporting process is subjected to internal review based on the risk-based internal audit plan.

### Independent Assurance

The ESG performance data presented in the report has mainly been extracted from internal information systems and original records to ensure accuracy. The Group has not sought external assurance for this sustainability report but has relied on internal verification to ensure the accuracy of data.

No restatements were made from the previous report except for (1) the GRI 305 Emissions disclosures on page 57 which were updated to include refrigerant top-ups not accounted for in FY2024, therefore greenhouse gas (“**GHG**”) emissions are 13% higher than the emissions previously reported, and (2) the FY2024 average training hours disclosure on page 61 which was updated to reflect a methodology that is in line with GRI, calculating the average using the total number of employees rather than only Indonesian employees.

### Feedback

We are fully committed to our stakeholders, and we welcome feedback on any aspect of our sustainability policies, processes, and performance. Kindly address all feedback to [info@pollux.com.sg](mailto:info@pollux.com.sg). Your feedback will be valuable to us in achieving our goals to build a sustainable and thriving business. As an attempt to promote environmental conservation, there will be no hard copies of this report unless specifically requested for by shareholders.

# Sustainability Report

## BOARD STATEMENT ON SUSTAINABILITY

Pollux is pleased to issue its ninth sustainability report (“**SR**”) prepared with reference to the GRI Standards and in compliance with the SGX-ST guidelines on sustainability reporting.

The Group recognises that ESG factors should inform our corporate strategy and thus we aim to be an environmentally conscious partner in the communities we operate to reduce the ecological footprint of our operations. At Pollux, we pursue a sustainability strategy that seeks to balance our economic interests with environmental concerns.

We recognise the need to mitigate the effects of human-induced climate change by evaluating our current processes and integrating environmental considerations in our business. In addition to complying with applicable environmental standards and legislation, the Group continues to review opportunities to strengthen the management of its environmental impacts within its operational context.

Our commitment to sustainability remains woven into our policies and the Group continues to embed sustainability considerations into business planning and decision-making. We keep abreast of leading sustainability reporting frameworks and monitor developments to support alignment with market and regulatory expectations.

There is a fine balance between growth and sustainability. At Pollux, we balance the interests of our stakeholders, the impact on the environment and our long-term growth strategy. Strong corporate governance, ethical business conduct and a culture of compliance are pillars of our sustainable business model. Year on year, we pursue a sustainability strategy that seeks to balance our economic interests with environmental concerns. We continuously evaluate our governance practices to ensure that we conduct our business in a transparent and sound manner. With a clear and decentralised governance approach, we identify and evaluate the adequacy and effectiveness of our sustainability priorities when setting strategy and making day-to-day business decisions.

The Board of Directors (“**Board**”) and senior management of the Company (“**Management**”) remain committed to establishing and maintaining an effective sustainability management framework, which is supported by underlying internal controls, risk management practices, clear accountability, and reporting processes. The Board evaluates and considers ESG risks and opportunities relevant to the Group during the formulation of overall business strategy, objectives, and performance measures.

The Sustainability Reporting Committee (“**SR Committee**”), which comprises our Chief Executive Officer and senior management of the businesses, supports the Management in identifying ESG topics relevant to its day-to-day operations. The Management then determines the materiality of the ESG topics based on the level of significance of impact and influence on stakeholder interests and monitors the progress according to the Group’s strategic objectives. The Board supports and approves the identification and assessment parameters of material ESG topics and ensures that the ESG topics are appropriately monitored and managed.

In FY2025, the Group did not experience any material changes to its business activities or operating environment. The ESG topics previously identified by the Board and Management therefore remain valid and continue to reflect the Group’s key sustainability priorities. Similarly, the climate-related risks, opportunities and qualitative scenario analysis developed in the prior year remain applicable and continue to inform the Group’s assessment across relevant climate conditions and time horizons

The Board and Management will continue to provide leadership and uphold a high standard of sustainability governance to drive long-term value for all its stakeholders. The Group will continue to work towards a balanced and transparent disclosure on the management and monitoring of material ESG topics for continual improvement.

# Sustainability Report

## ABOUT THE GROUP

### Corporate Profile

Pollux Properties Ltd. (“**Pollux**”, together with its subsidiaries, the “**Group**”) is a Singapore-based real estate company that owns, invests in, and manages a diverse property portfolio as well as other real estate-related businesses. Our portfolio comprises apartment homes, offices, serviced apartments, retail spaces as well as an integrated hospitality management business.

The Group’s principal activities are property investment and hospitality management, with property development not an active focus and planned to be phased out. The Group continues to prioritise an asset-light strategy, supported by a lean team and continual growth of the core businesses.



#### Our Commitments in Sustainability

- We are committed to protecting and conserving the environment where we operate.
- We support community well-being by integrating community interests into our business processes and fostering an inclusive and engaging workplace.
- We provide opportunities for employees to build skills and maintain a safe, healthy and compliant workplace.



#### Our Vision

To be the premier multi-national real estate group that shapes the future of real estate and hospitality in the region.



#### Our Mission

To create, invest in, manage, and operate innovative landmark developments and businesses that deliver perennial value to the community and achieve sustainable higher returns to our shareholders.

## Corporate Philosophy

**Excellence** in crafting great homes and plush communities starts by working with leading interior designers and suppliers of the best home fittings.

**Relationships built on integrity and trust** are important to us because we believe in building homes, not just apartments.

**Refined luxury** to us means tasteful finishing and intricate pairings. Simply put, we are making it a point to fuss over every detail even when you are not.

**Passion for details** sets Pollux apart. We are constantly in the search of the best materials befitting your dream home. We want to make moving in a pleasure and living as leisurely as possible. That’s why we call it home, it’s the way living is meant to be.

**Sustainability** should be at the start of every venture and not its end. Pollux works with a clear end in mind. That means sharing our vision of great dwelling places and plush communities with our customers, a robust business for our investors and a responsibility to share our success with the community.



# Sustainability Report

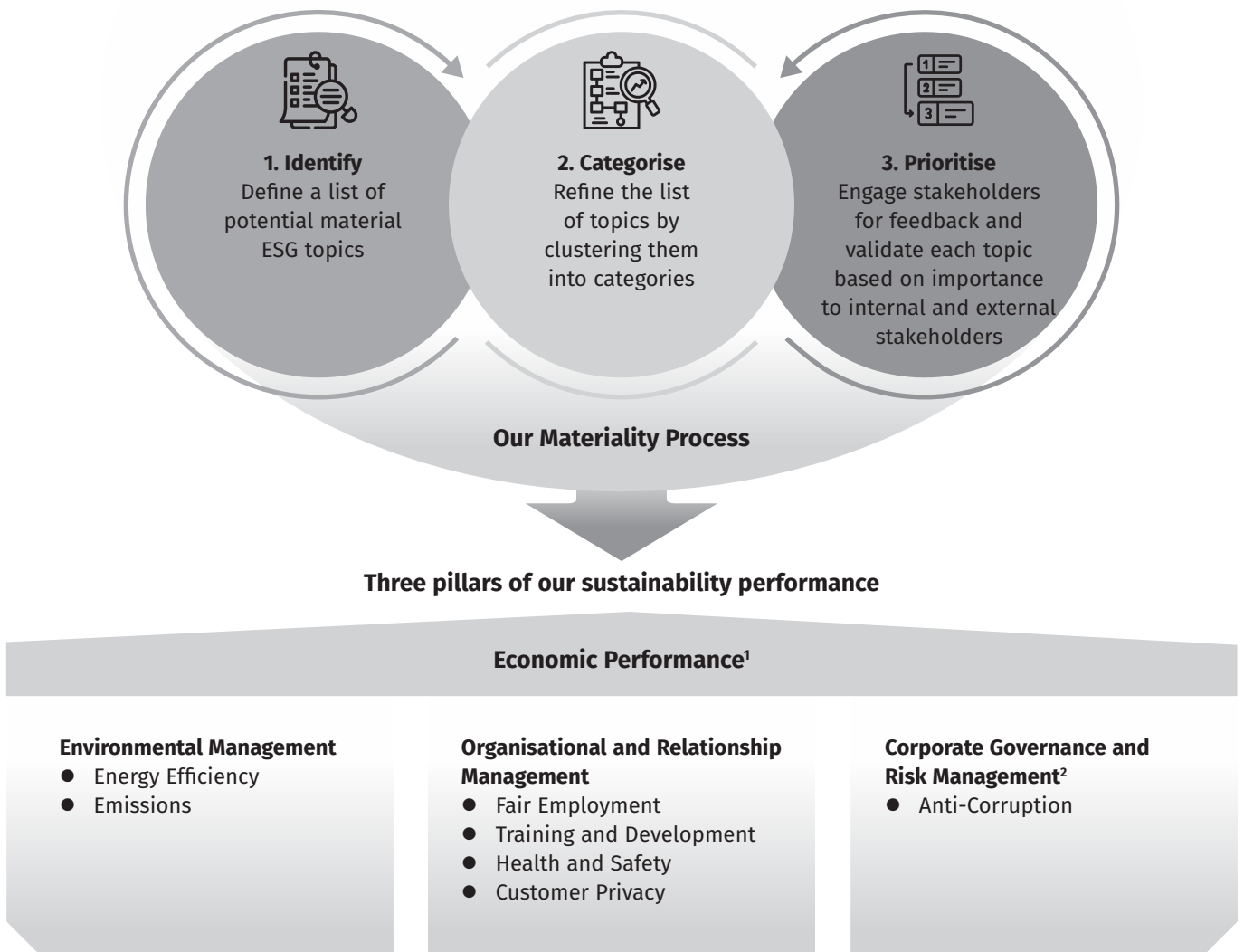
## STRATEGIC APPROACH FOR SUSTAINABILITY

The Group firmly believes that while our businesses are driven by earnings, our actions must also contribute positively to the environment, employees and other stakeholders across our value chain.

The Group has established a sustainability performance management framework (Refer to Figure 1) to guide the oversight and assessment of its sustainability practices and performance. Under this framework, Management has identified key pillars and material non-financial topics that are essential to the Group’s long-term performance and operational resilience.

For FY2025, Management reviewed the sustainability framework and material topics for disclosure. As there were no material changes to the Group’s business activities during the year, the material factors identified in the previous year remain relevant and no new material topics were added.

**Figure 1. Pollux Group’s Sustainability Performance Management Framework**



<sup>1</sup> Please refer to Financial Statements in this Annual Report for FY2025.

<sup>2</sup> Please refer to the Corporate Governance section of this Annual Report for FY2025.

# Sustainability Report

## GOVERNANCE STRUCTURE

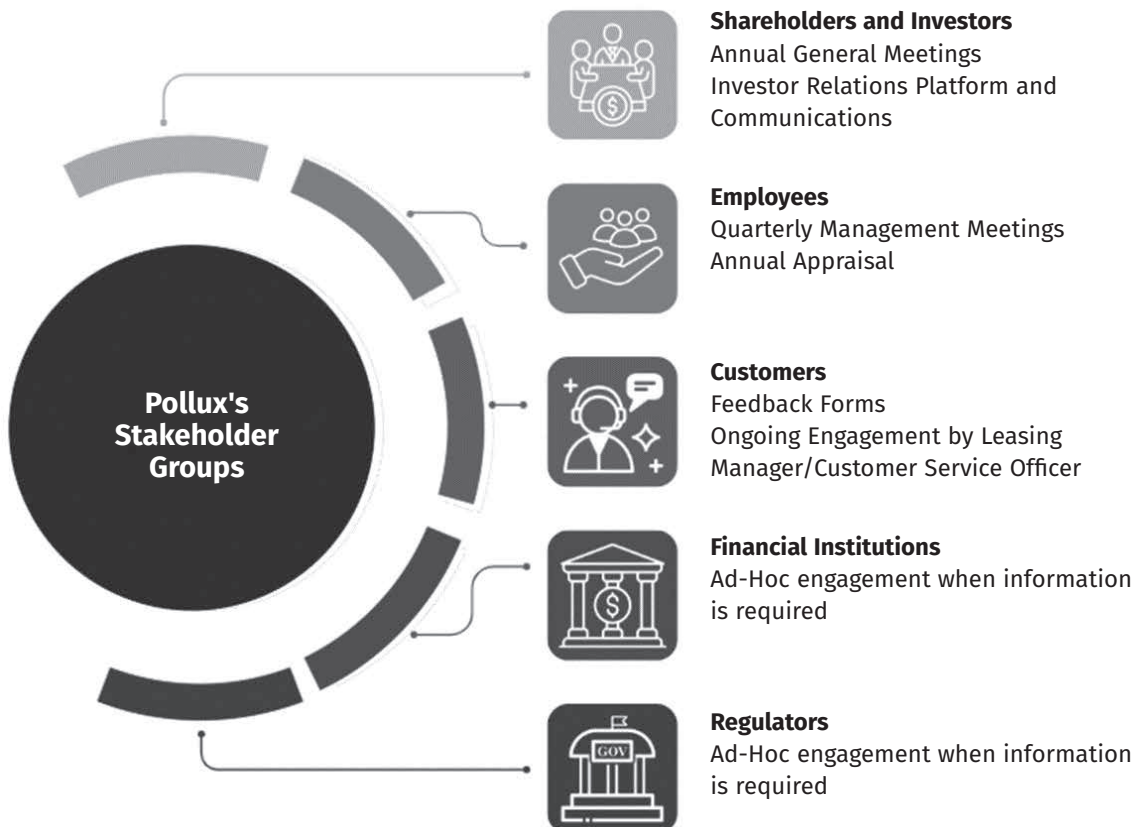
Sustainability is integrated into our business and embedded across various roles and functions. The SR Committee, chaired by our Chief Executive Officer, comprises senior management of all businesses and provides oversight of the integration of sustainability practices across the Group. The Board maintains overall responsibility and ensures that sustainability matters are considered as part of business strategy. There have been no changes to the composition of the SR Committee since the first year of reporting.

The SR Committee focuses on formulating, implementing, and reviewing the Group’s sustainability-related policies and practices, as well as relevant programmes and initiatives. Periodic reviews are conducted at both the SR Committee and business department levels to ensure that initiatives have been effectively implemented and remain aligned with the Group’s strategic direction.

## STAKEHOLDER ENGAGEMENT

The Group recognises that knowing and understanding the demands and concerns of stakeholders is key to sustainable growth. Through internal discussions and Management’s review of the Group’s value chain, five key stakeholder groups have been identified based on their level of influence on, and interest in, the Group’s business. For FY2025, there were no changes to the identified stakeholder groups, and our engagement approach remains consistent with the previous year. The figure below outlines these key stakeholders and the Group’s modes of engagement.

**Figure 2. Engaging our Key Stakeholder Groups**



# Sustainability Report

## MATERIALITY ASSESSMENT

Materiality in sustainability reporting, as defined by GRI Standards, refers to topics and indicators that reflect an organisation's significant economic, environmental, and social impacts that would substantively influence stakeholders' assessments and decisions.

Guided by the Group's sustainability framework and informed by the expectations of identified key stakeholders, the SR Committee and Management have assessed and prioritised the material topics most relevant to the Group's business, as well as the associated targets and commitments. For FY2025, the material topics identified in the previous year remain relevant, as there were no material changes to the Group's business activities during the year. To stay aligned with evolving risks and stakeholder expectations, Management will continue to review Pollux's material ESG topics annually, taking into account changes in the business landscape, stakeholder perspectives, and emerging global and local sustainability trends.

## OUR TARGETS AND COMMITMENTS

ENVIRONMENTAL MANAGEMENT		
<b>Emission</b>	✦	The Group aims to maintain operational carbon performance and track emissions intensity.
<b>Energy Efficiency</b>	✦	The Group aims to maintain energy efficiency and continue to track intensity performance.
ORGANISATIONAL AND RELATIONSHIP MANAGEMENT		
<b>Fair Employment</b>	✦ ✦	Continue to promote diversity and equal opportunity in the workplace. Comply with local labour regulations across our operations.
<b>Training and Education</b>	✦	Maintain an average of 12 hours of training per employee annually.
<b>Occupational Health and Safety</b>	✦	Zero fatalities and/or workplace injuries.
<b>Customer Privacy</b>	✦	Zero breaches of customer privacy or data loss.
CORPORATE GOVERNANCE		
<b>Anti-Corruption</b>	✦ ✦	Zero incidents of bribery and corruption, including facilitation payment. Zero tolerance towards all forms of bribery and corruption.

# Sustainability Report

## ESG PERFORMANCE OVERVIEW

Material Topics and Indicators	Reporting Period	
	FY2025	FY2024
<b>Environmental</b>		
<b>Total GHG Emissions (tCO<sub>2</sub>)<sup>3</sup></b>	1,932.53	937.23 <sup>4</sup>
<b>Scope 1 emissions (tCO<sub>2</sub>)<sup>5</sup></b>	1,350.82	391.34 <sup>4</sup>
<ul style="list-style-type: none"> <li>Fugitive emissions (refrigerants)</li> </ul>		
<b>Scope 2 emissions (tCO<sub>2</sub>)<sup>6</sup></b>	581.71	545.89
<ul style="list-style-type: none"> <li>Electricity (location-based)</li> </ul>		
<b>GHG emission intensity (tCO<sub>2</sub> / million revenue)</b>	142.56	70.0 <sup>4</sup>
<b>Energy consumption (kWh)</b>	1,231,667	1,281,578
<b>Energy intensity (kWh / revenue)</b>	0.091	0.095
<b>Social</b>		
<b>Number of Employees</b>		
<ul style="list-style-type: none"> <li>Male</li> </ul>	24	28
<ul style="list-style-type: none"> <li>Female</li> </ul>	8	8
<ul style="list-style-type: none"> <li>Full-time employees</li> </ul>	32	36
<ul style="list-style-type: none"> <li>Part-time employees</li> </ul>	0	0
<ul style="list-style-type: none"> <li>New hires</li> </ul>	20	28
<ul style="list-style-type: none"> <li>Total turnover</li> </ul>	24	7
<b>Number of fatalities</b>	0	0
<b>Number of reportable injuries</b>	0	0
<b>Number of loss days due to injuries</b>	0	0
<b>Number of occupational health diseases</b>	0	0
<b>Average training hours per employee</b>	53	20 <sup>7</sup>
<b>Annual performance appraisal completion rate (%)</b>	100%	100%
<b>Governance</b>		
Confirmed incidents of corruption or bribery	0	0
Incidents of non-compliance with regulations	0	0
Major safety issue and negative feedback	0	0
Incidents of breaches of customer privacy and losses of customer data	0	0

<sup>3</sup> GHG emissions are derived in accordance with the requirements of the GHG Protocol Corporate Accounting and Reporting Standard ("GHG Protocol"). The Global Warming Potential dataset is based on the 2023 IPCC Sixth Assessment Report.

<sup>4</sup> Restated to include refrigerant top-ups that were previously not accounted for, resulting in higher emissions for FY2024 than earlier reported.

<sup>5</sup> Fugitive emissions are primarily emissions from air-conditioning used at the Group's facilities in Singapore and are calculated using the lifecycle stage approach.

<sup>6</sup> Electricity is primarily location-based with data derived from the national grids of Singapore and Indonesia.

<sup>7</sup> Restated as the FY2024 average training hours was updated to reflect a methodology that is in line with GRI, calculating the average using the total number of employees rather than only Indonesia employees.

# Sustainability Report

## ENVIRONMENTAL MANAGEMENT

With the real estate industry driving a large proportion of the world's carbon emissions and environmental impacts, we recognise the significant role we play in the transition to a more sustainable economy. We seek to integrate practical and responsible environmental practices across our operations to minimise our impact on the environment.

### OUR APPROACH TO MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES

In managing climate risks and opportunities, the Group continues to be guided by the recommendations of the TCFD. We are also working towards alignment with the International Financial Reporting Standards ("IFRS") S2 climate-related disclosure requirements issued by the International Sustainability Standards Board ("ISSB") to support future reporting, in line with Singapore's enhanced sustainability reporting regulations which will mandate compliance by FY2030.

Governance	Risk Management
<ul style="list-style-type: none"> <li>The Board of Directors maintains overall responsibility and provides oversight on sustainability matters (including material ESG factors, climate-related risks and opportunities). Climate-related risks and opportunities are reviewed by the Board as part of its broader sustainability oversight and business strategy considerations.</li> <li>The SR Committee, led by the Chief Executive Officer and comprising senior management from all business units, is responsible for managing the day-to-day implementation of policies and processes to manage environmental and climate-related risks.</li> </ul>	<ul style="list-style-type: none"> <li>Climate risks and opportunities have been integrated into the overall risk management framework.</li> <li>Physical and transition climate risks have been assessed in accordance with the Group's risk parameters and action plans have been identified to manage these risks. The Group's risks, impacts and action plans are reviewed at least annually.</li> </ul>
Strategy	Metrics
<ul style="list-style-type: none"> <li>Climate-related risks and opportunities continue to be reviewed by Management and the Board of Directors on a regular basis.</li> <li>A qualitative scenario analysis was conducted in FY2024 using the Intergovernmental Panel on Climate Change ("IPCC") Shared Socioeconomic Pathway ("SSPs") scenarios to assess the potential impacts of climate-related risks on the business and evaluate strategic resilience across the short-, medium- and long-term horizons. The outcomes of this analysis remain relevant in FY2025 and continue to inform the Group's assessment of climate-related risks under varying climate conditions and time horizons.</li> </ul>	<ul style="list-style-type: none"> <li>The Group currently discloses its Scope 1 and 2 emissions, including short-term targets as well as its material climate-related risks and opportunities.</li> <li>In FY2025, the Group completed an IFRS S2 climate-related disclosure gap analysis. The Group will work on addressing the identified gaps to prepare for mandatory climate-related disclosures by FY2030.</li> </ul>

# Sustainability Report

In FY2024, the Group conducted a qualitative climate scenario analysis to better understand the potential impacts of climate related risks across short-, medium- and long-term horizons and under contrasting climate pathways, in line with TCFD recommendations. Guided by the IPCC's SSPs, the analysis applied SSP1 (low-emission pathway) and SSP5 (high-emission pathway) to evaluate exposure to transition and physical risks and to test strategic resilience. The outcomes of this analysis remain relevant in FY2025 and continue to inform the Group's assessment of climate-related risks under varying climate conditions and time horizons. Details on the parameters applied in the scenario analysis are presented below.

Parameters							
<b>Scenarios Applied</b>	<p><u>Background</u> The SSPs were adopted as they provide a globally recognised and policy relevant framework that integrates key socioeconomic trends with projected climate outcomes. As the foundation of the IPCC's Sixth Assessment Report, the SSPs offer a comprehensive and credible basis for analysing future climate impacts under varying development and emissions pathways.</p>						
	<p><u>Low Carbon</u> <b>SSP1</b> envisions a world shifting towards sustainability, with emphasis on inclusive development, improved education and health, reduced inequality, and lower resource and energy intensity.</p>						
	<p><u>High Carbon</u> <b>SSP5</b> (fossil-fuelled development) envisions rapid economic growth driven by fossil fuels, with high investments in human capital and technology. While it assumes low adaptation challenges and manages local pollution, it faces high climate mitigation challenges due to its reliance on fossil fuels, resulting in the highest GDP growth among SSPs but exacerbating climate change.</p>						
<b>Time Horizons</b>	<table border="1"> <tr> <td><b>Short-Term</b></td> <td>2030</td> </tr> <tr> <td><b>Medium-Term</b></td> <td>2040</td> </tr> <tr> <td><b>Long-Term</b></td> <td>2050</td> </tr> </table>	<b>Short-Term</b>	2030	<b>Medium-Term</b>	2040	<b>Long-Term</b>	2050
	<b>Short-Term</b>	2030					
	<b>Medium-Term</b>	2040					
<b>Long-Term</b>	2050						

These parameters guide the qualitative assessment that follows, enabling Pollux to explore how different climate pathways may influence its operating environment. The scenario analysis focuses on the potential implications of these pathways for the Group's activities, consistent with the TCFD's recommended approach to evaluating climate-related risks and opportunities over the short, medium and long term. The identified risks are monitored and managed through the Group's ERM framework, with prioritised risks regularly reported and addressed through action plans.

The following section summarises the findings of the scenario analysis, including the time horizons in which each risk is expected to have the most significant impact, together with the opportunities that may help mitigate these risks and enhance long-term resilience.

# Sustainability Report

Climate-related Risk		Scenario/Time Horizon of Impact	
		SSP 1	SSP 5
<p><i>Physical risks arise from the impact of weather events and long-term or widespread environmental changes, which can include increased severity of extreme weather events such as floods, rising mean temperatures and sea levels, and weather patterns</i></p>			
Physical	<p><b>Acute – Increased severity of extreme weather events</b> Short-duration, event-driven climate impacts that disrupt operations and logistics, such as extreme rainfall, storms, flash floods or port closures, leading to delivery delays from suppliers/ to customers, inspection or service delays, and temporary supply chain interruptions.</p>	N.A. <sup>8</sup>	Long term
	<p><b>Chronic – Long term shifts in climate patterns</b> Long-term, gradual climate shifts such as sea-level rise, higher average temperatures, and changing rainfall patterns that increase asset maintenance and replacement needs, capex, and potentially insurance costs, and may tighten local sustainability requirements over time.</p>	N.A. <sup>8</sup>	Long term
<p><i>Transition risks arise from the process of shifts towards a low-carbon economy, which can include regulatory changes, disruptive technological developments, and shifts in consumer and investor preferences</i></p>			
Transition	<p><b>Policy &amp; Legal – Tightening GHG and related requirements</b> Policy and legal transition risks stem from tightening GHG regulations and related requirements in Singapore and Indonesia for example, carbon pricing pass-through via electricity tariffs, energy/building performance standards, and expanded sustainability disclosures. These can increase compliance and operating costs, and require stronger processes and capacity to track, evidence, and report.</p>	Short – Medium term	N.A. <sup>8</sup>
	<p><b>Market – Shifts in stakeholder expectations and volatility of input costs</b> Market and reputation risks arise from shifts in stakeholder expectations tenants, guests, and investors increasingly prefer energy-efficient, climate-aware properties and from input cost volatility (e.g., electricity, water, waste disposal) that affects operating margins. Negative sentiment linked to climate-related news or falling short of peer expectations can pressure occupancy, retention, rates, and brand perception, particularly across Singapore commercial/retail and Indonesia hospitality footprints.</p>	Short – Medium term	Long term

<sup>8</sup> N.A. – Impact deemed to be insignificant to Pollux in that scenario.

# Sustainability Report

*Climate-related opportunities arise from the transition to a lower-carbon, more climate-resilient economy*

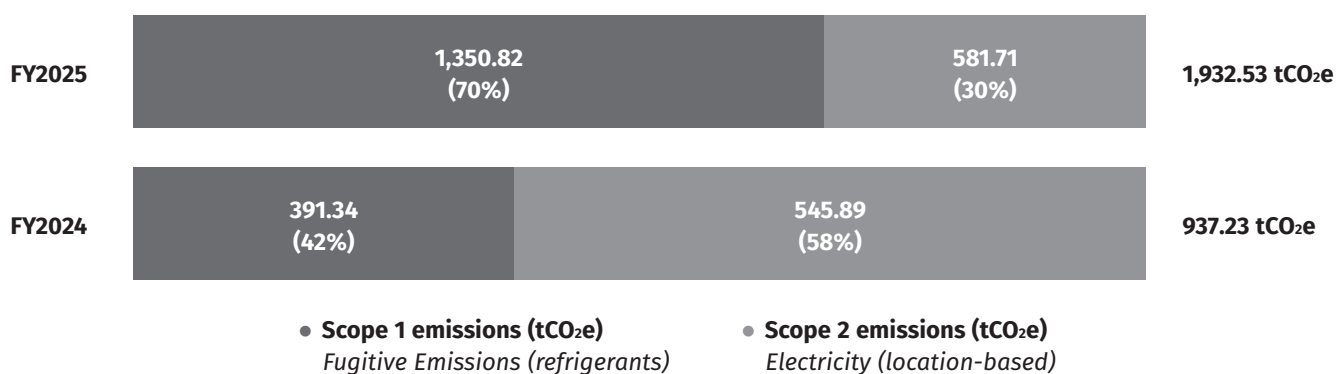
Opportunity Category	Opportunity Description
<b>Resource Efficiency</b>	<ul style="list-style-type: none"> <li>• Encourage paper-saving practices such as promoting paperless workflows across all roles and reusing non-confidential printed materials as scrap paper for notes and other purposes. Paper usage in our office fell by 54% in FY2025 compared with FY2024.</li> <li>• Monitor and minimise waste generation by regularly reviewing waste levels and reinforcing environmental awareness among staff through department-led reminders and briefings.</li> <li>• Reduce water and energy consumption by limiting housekeeping services to weekly at Cikarang hotels, unless requested by guests.</li> <li>• Replace sanitary fixtures with sensor-equipped models to minimise unnecessary water consumption.</li> <li>• Motion-sensor lighting has been installed in lift lobbies and other common areas to minimise unnecessary energy consumption.</li> <li>• Strengthen estate and facilities maintenance including regular pest-control treatments, landscaping upkeep and routine inspections to minimise pest-related issues that may become more frequent with changing weather patterns and to protect asset conditions.</li> </ul>

# Sustainability Report

## EMISSIONS

### Our performance

In assessing climate-related risks and opportunities, the Group applies metrics under GRI 305 Emissions. Emissions data is consolidated using the operational control approach, consistent with the GHG Protocol. The Group's Scope 1<sup>9</sup> and 2<sup>10</sup> emissions are detailed below:



GHG Emissions	FY2025	FY2024
<b>Total GHG emissions (tCO<sub>2</sub>e)<sup>11</sup></b>	1,932.53	937.23 <sup>9</sup>
<b>GHG Emission Intensity (tCO<sub>2</sub>e/revenue per million SGD)</b>	142.56	70.0 <sup>9</sup>

Total GHG emissions significantly increased in FY2025. This is largely due to the increase in Scope 1 GHG emissions because of multiple air conditioning repair works conducted at MacDonald House, including the replacement of condenser units, copper piping and insulation, which required additional refrigerant refills. Scope 2 GHG emissions increased despite lower overall electricity consumption, driven by the significant rise in electricity usage at the Indonesia properties, which has a higher grid emission profile compared to Singapore.

### Our approach to target

The Group did not meet its FY2025 target to reduce total emissions by 1%. The Group will continue to pursue emissions reduction by encouraging prudent energy use within office facilities (e.g., lighting and air-conditioning) and maintaining oversight of refrigerant use to help manage fugitive emissions.

For FY2026, the Group aims to maintain its operational carbon performance and continue tracking emissions intensity to support ongoing monitoring. Over the longer term, the Group will deepen its understanding of its emissions profile, especially at its Indonesia properties, and use these insights to guide the development of practical and appropriate emissions-reduction targets. The Group will work towards setting the medium-term targets once the emission trends and key reduction levels are better understood.

<sup>9</sup> Restated to include refrigerant top-ups that were previously not accounted for, resulting in higher emissions for FY2024 than earlier reported.

<sup>10</sup> Fugitive emissions are primarily emissions from air-conditioning used at the Group's facilities in Singapore and are calculated using the lifecycle stage approach.

<sup>11</sup> GHG emissions are derived in accordance with the requirements of the GHG Protocol. The Global Warming Potential dataset is based on the 2023 IPCC Sixth Assessment Report.

# Sustainability Report

## ENERGY EFFICIENCY

### Why is this topic important?

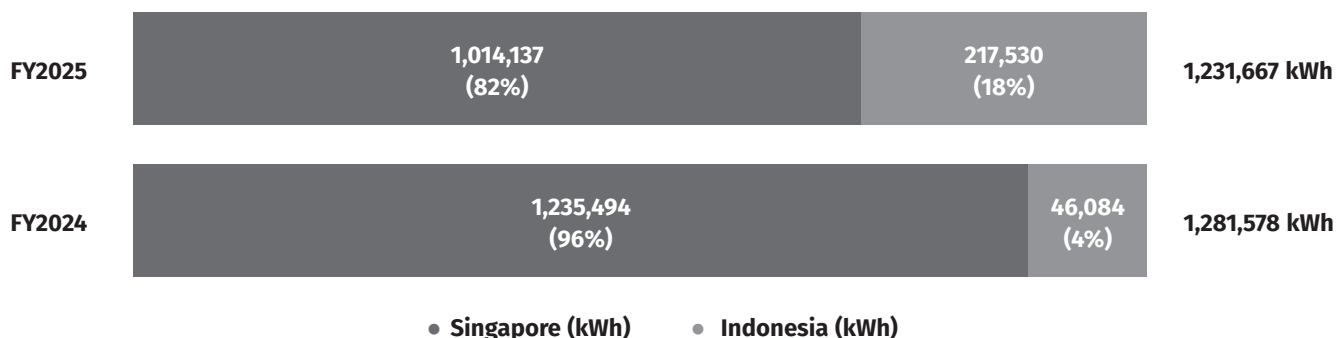
Effective energy management helps reduce operating costs, lower carbon emissions and minimise environmental impact. The Group remains focused on managing energy use across its business units to support operational efficiency and environmental sustainability.

### How is this topic managed?

Considering the environmental impact of its operations, the Group aligns its practices with its environmental commitments. This includes implementing energy-saving measures within its premises, such as prudent use of lighting and air-conditioning, and encouraging employees to adopt responsible energy use behaviours.

### Our performance

For FY2025, the Group observed a decrease of around 4% in overall energy consumption compared to FY2024. This was driven by an 18% reduction in electricity use in Singapore, mainly due to lower occupancy, including fewer tenants and an unused unit. This decrease was partially offset by the significant increase in electricity consumption at the Indonesia properties, where usage rose as a result of the progressive fitting-out of rooms since FY2024 and higher occupancy rates. The Group's energy consumption is detailed below:



Energy Consumption	FY2025	FY2024
Total Consumption (kWh)	1,231,667	1,281,578
Energy Intensity (kWh/revenue per million SGD)	0.0909	0.0958

### Our approach to target

The Group met its FY2025 target to reduce energy intensity by 2% with a nearly 4% reduction from FY2024. As the reduction was largely attributable to lower occupancy levels in Singapore, the Group recognises that this outcome reflects operational conditions during the year. Nevertheless, we remain committed to improving energy efficiency through ongoing operational initiatives, including instructing employees to switch off lights and air-conditioning when leaving office areas or when facilities are not in use, and requiring room attendants to remove key cards from unoccupied rooms to minimise unnecessary energy use. As part of its review of potential efficiency solutions, the Group assessed the feasibility of installing solar panels. However, this was determined to be unsuitable due to MacDonald House's status as a heritage monument and insufficient roof space that renders installation economically unfeasible.

For FY2026, the Group aims to maintain energy efficiency and continue tracking its energy intensity performance to identify areas for additional improvement. Over the longer term, the Group will continue to review practical opportunities to enhance operational efficiency and strengthen its overall energy management approach. The Group will work towards setting the medium-term targets once longer-term trends and key efficiency opportunities are better understood.

# Sustainability Report

## ORGANISATIONAL AND RELATIONSHIP MANAGEMENT

### FAIR EMPLOYMENT

#### Why is this topic important?

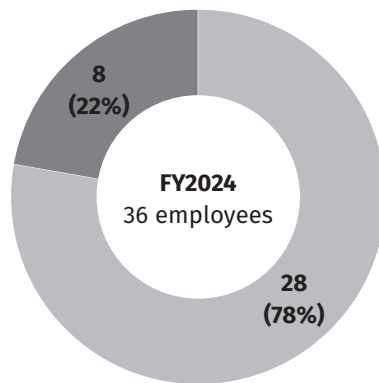
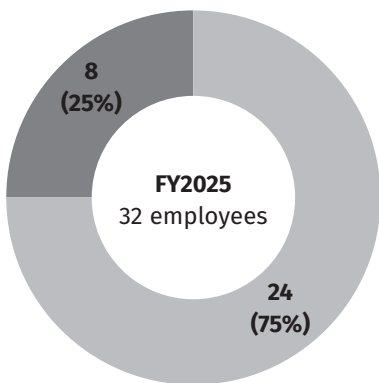
At Pollux, we provide a fair and inclusive workplace where all employees are valued and treated with respect. The Group recognises that employees make up the foundation of a strong and long-running organisation and strives to attract and retain talented individuals who are aligned with our organisation's objectives.

#### How is this topic managed?

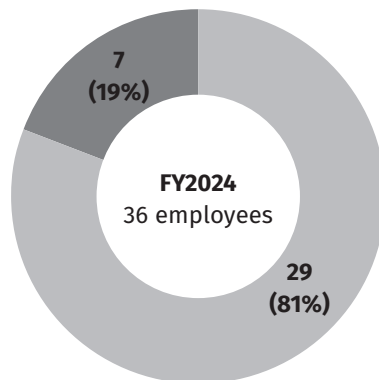
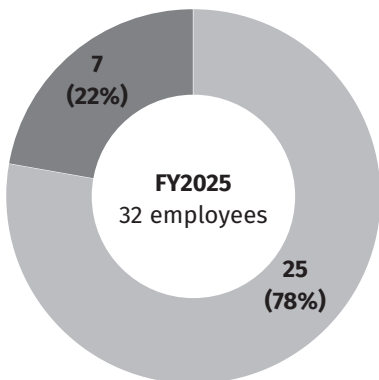
We are committed to fair employment practices, upholding human rights principles, and investing in the development and training of our people. The Group strives to foster a performance-driven work environment to empower our employees to pursue their professional goals. As an employer that provides equal opportunities, the Group has an equitable system in place to ensure equal opportunities and non-preferential treatment for all new hires. There are no preferences or prejudices towards religions, ages, ethnicities, any physical disabilities, or genders of potential new hires. Employees are also required to observe and adhere to all relevant policies and practices.

#### Our performance

As of 31 December 2025, Pollux had a total of 32 full-time employees as compared to 36 full-time employees as of 31 December 2024. The breakdown of employees' profile by gender and location are shown below.



■ Female employees  
■ Male employees



■ Singapore  
■ Indonesia

# Sustainability Report

Key statistics on new hires and resignees are as follows:

	New Hires					
	FY2025			FY2024		
	Singapore		Indonesia	Singapore		Indonesia
<b>Total no. of new hires</b>	2		18	6		22
<b>Total no. of new hires by age group</b>	< 30	30 - 50	> 50	< 30	30 - 50	> 50
	14	6	0	16	12	0
	70%	30%	0%	57%	43%	0%

	Resignees					
	FY2025			FY2024		
	Singapore		Indonesia	Singapore		Indonesia
<b>Total no. of resignees</b>	2		22	5		2
<b>Total no. of resignees by age group</b>	< 30	30 - 50	> 50	< 30	30 - 50	> 50
	18	5	1	1	6	0
	75%	21%	4%	14%	86%	0%

## Employee Remuneration and Benefit

The Group recognises the valuable contributions of its employees and acknowledges the intrinsic link between fair compensation and strong corporate governance. As a Singapore-based company, the Group actively contributes to the Central Provident Fund (“CPF”), a defined pension scheme in Singapore. Similarly, in Indonesia, employees are covered under Badan Penyelenggara Jaminan Sosial (“BPJS”) Kesehatan, which serves as a retirement scheme, along with medical insurance coverage. In addition to adhering to employment legislation, our remuneration packages are competitive, aiming to attract, retain, and motivate our employees adequately.

When formulating compensation, the Group takes into account regulatory requirements, as well as salary and employment conditions prevailing in the industry and among comparable companies. Furthermore, annual performance appraisals are conducted for all employees, and they are fairly remunerated, considering based on their experience, qualifications, and performance.

Pollux endeavours to consistently foster a transparent and inclusive environment for all employees, while also enforcing a top-down approach to champion fair and ethical business practices. We are committed to a zero-tolerance policy against unethical labour practices, encompassing child labour, forced labour, slavery, and human trafficking across all our operations.

The Group maintains an open-door policy, urging employees to voice concerns or report grievances directly to their immediate supervisors, department heads, the human resources department, the chief executive officer, and/or independent directors. This underscores our dedication to providing employees with a workplace prioritising health, safety, and security. In FY2025, there were no reported grievance or whistleblowing cases across our various business segments.

In FY2026, the Group targets to maintain its current manpower levels. Over the medium and long term, the Group shall continuously assess the manpower needs arising from its business growth and targets to keep manpower levels in proportion to its size and operational scale. The Group targets to maintain zero grievance related to unfair employment at all times.

# Sustainability Report

## TRAINING AND EDUCATION

### Why is this topic important?

As the professional landscape continues to evolve, the Group acknowledges the growing significance of employees adapting to these changes. We are dedicated to fostering and aiding our employees in skill development and the pursuit of their career objectives. Both on-the-job training and ad-hoc training sessions are organised to empower employees to improve their professional skills and capabilities.

### How is this topic managed?

Automation and emerging technologies are redefining numerous roles in business operations, constituting a significant aspect of the future business landscape transformation.

In FY2025, the Group has conducted training for employees in Indonesia, examples are as follows:

- |   |  |
|---|--|
| 1. Building & Leading Teams                 | 9. How to Prepare Standard Buffet Set Up                         |
| 2. Chemical Handling                        | 10. P&P Gas Leaking System                                       |
| 3. Coordination and Time Management         | 11. P&P Sound System and Lightning from Client for Event         |
| 4. Entering Guest Room                      | 12. Personal Care, Hygiene and Grooming                          |
| 5. First Aid & Lifeguard Training           | 13. Preventing and Addressing Sexual Harassment in The Workplace |
| 6. Handling Guest Complaints                | 14. Responding To Emergency Situation                            |
| 7. How to do Right Stewarding               | 15. Table Side Service   |
| 8. How to Handle Incoming Call Reservations | 16. Telephone Etiquette  |

We believe that providing employees with necessary training courses will help them upskill, refresh their knowledge, and foster a culture of continuous learning.

### Our performance



In FY2025, the Group saw a significant increase in average training hours per employee. This was mainly driven by higher training activities in Indonesia, where new employees underwent onboarding and role-specific training to ensure that they are fully equipped to serve hotel guests. No formal training was conducted for the Singapore employees during the year, as the new hires had prior technical backgrounds and were already familiar with current accounting standards and technical developments. Training for the Singapore employees will be arranged when there are updates to accounting standards or other relevant technical requirements.

### Our approach to target

The Group remains committed to providing training and educational opportunities through development programmes. In FY2026, the Group continues to target to achieve an average of 12 hours of training per employee annually. Training programmes in Indonesia will continue to support employee competency and service quality, while in Singapore, the Group will look into providing training opportunities to support ongoing technical development and ensure that employees remain updated on relevant standards and requirements. Over the medium and long term, the Group will continue to foster continuous learning by ensuring employees have regular access to relevant training and development opportunities.

<sup>12</sup> Restated as the FY2024 average training hours was updated to reflect a methodology that is in line with GRI, calculating the average using the total number of employees rather than only Indonesia employees.

# Sustainability Report

## OCCUPATIONAL HEALTH AND SAFETY

### Why is this topic important?

The welfare of both employees and guests is a key focus at Pollux. We are unwavering in our commitment to sustaining a secure and conducive environment, devoid of any form of harassment, where every individual is respected with dignity. All employees are expected to follow our health and safety policies and procedures.

### How is this topic managed?

To effectively communicate the Group's health and safety policies, informative posters are strategically placed in key locations such as offices, staff rooms, pantries, and meeting rooms. These posters serve as valuable reference tools and contribute to reinforcing awareness of health and safety messages, techniques, and best practices.

Weekly operational meetings addressing workplace health and safety are held to offer regular opportunities for employees to bring forth safety concerns, including issues related to workplace hazards or potential malpractice. This platform also enables department heads to notify employees about potential safety risks.

Close monitoring and evaluation of processes have been established to identify, mitigate, and report risks while disseminating best practices across all operations. The Group collaborates with contractors and suppliers, prioritising those dedicated not only to delivering high-quality products and services but also to upholding environmental, health, and safety standards. Our Management works closely with contractors and subcontractors to ensure a clear understanding of our requirements and expectations, fostering a collaborative approach toward shared goals.

### Our performance

Category	FY2025	FY2024
Number of fatalities	0	0
Number of reportable injuries	0	0
Number of loss days due to injuries	0	0
Number of occupational diseases	0	0

In FY2025, there were no incidents of non-compliance or fatalities across the business operations. Accordingly, the Group has met its target for FY2025.

### Our approach to target

The Group strives to continue maintaining its health and safety standards and drive continuous improvements in our Occupational Health and Safety processes and performance. We aim to maintain zero instances of non-compliances or fatalities at all times.

# Sustainability Report

## CUSTOMER PRIVACY

### Why is this topic important?

In an evolving landscape, customers are growing more deliberate in terms of the data they share and the entities they entrust it to. Amid the rising challenges of cybersecurity threats, safeguarding data has become a concern, constituting a significant risk that organisations must address responsibly to ensure the security of stakeholders' information.

### How is this topic managed?

The Group is dedicated to upholding the privacy and data integrity of stakeholders and ensures meticulous protection and maintenance of their information. All data collected from guests is securely stored and, when no longer needed, undergoes proper disposal. Protocols and internal policies are implemented to fortify the safeguarding of stakeholders' information. Importantly, Pollux refrains from disclosing or selling such personal information to third parties for business, marketing, or promotional purposes.

Stakeholders provide their personal data with utmost confidentiality, and its utilisation strictly adheres to the guidelines outlined in our Privacy Policy. Comprehensive details regarding the information we collect, its usage, and the conditions for disclosure, including any updates, are openly available on our website through our accessible Privacy Policy.

### Our performance

In FY2025, there were no complaints or instances of breaches of customer privacy and data loss.

### Our approach to target

All personal data provided by stakeholders is handled with strict confidentiality and will only be used as outlined in our Privacy Policy.

The Group targets to maintain zero breaches of customer privacy or loss of data at all times.

# Sustainability Report

## CORPORATE GOVERNANCE

Pollux remains committed to conducting business with integrity, adhering to the utmost standards of business ethics. The Group acknowledges the crucial role of sound corporate governance in managing financial, reputational, operational, and compliance risks, while also minimizing the potential for corruption.

To maintain compliance, the Management diligently tracks changes in the laws and regulations of the countries where Pollux operates, ensuring alignment with all pertinent legal requirements. During FY2025, Pollux conducted its operations in Singapore and Indonesia.

### ANTI-CORRUPTION

#### Why is this topic important?

The Board commits to impartially investigating suspected fraud complaints. Acknowledging the presence of fraud risk in the entire procurement process, the heads of departments at Pollux have implemented the procurement policy to augment the transparency of current processes.

#### How is this topic managed?

Pollux has a comprehensive whistle-blowing policy that offers employees clearly defined and accessible channels within the Group, including a direct pathway to the Audit Committee, for reporting suspected fraud, corruption, dishonest practices, or similar matters.

The anti-corruption policies are designed to foster the reporting of such matters in good faith, ensuring that employees making such reports can be confident and they will be treated fairly to the best extent possible, protected from reprisal. As part of the Group's ongoing initiatives to promote awareness in relation to possible corporate or financial improprieties, the whistle-blowing policy is included in the staff training. The Audit Committee conducts periodic reviews of the policy and its effectiveness, providing recommendations for updates or amendments as necessary to the Board.

#### Our performance

In FY2025, there were no whistle-blowing cases received and zero incidents of bribery and corruption. Accordingly, the Group met the targets set out in the FY2024 sustainability report.

#### Our approach to target

We are dedicated to maintaining the utmost standards of corporate governance and business integrity across all our business endeavours. Our commitment is resolute and consistently underscored. We maintain a strict zero-tolerance policy towards bribery, corruption, fraud, and any violations of laws and regulations.

#### Moving Forward

The Audit Committee remains committed to supporting the Board's oversight of anti-corruption measures and actively contributes to steering Pollux's emphasis on implementing compliance and governance systems. Operationally, the various departments within the Group maintain responsibility for identifying, self-assessing the sufficiency and effectiveness of mitigating measures, and managing risks related to finance, operations, compliance, and reputation. Moving forward, this collaborative effort ensures ongoing diligence and effectiveness in our organisational practices.

Please refer to the Corporate Governance section of this Annual Report for FY2025 for more information.

# Sustainability Report

## GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

<b>Statement of use</b>	Pollux Properties Limited has reported the information cited in this GRI content index for the period 01 January 2025 to 31 December 2025 with reference to the GRI Standards.
<b>GRI 1 USED</b>	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Page 48
	2-2 Entities included in the organization's sustainability reporting	Page 46
	2-3 Reporting period, frequency and contact point	Page 46
	2-4 Restatements of information	Page 46
	2-5 External assurance	Page 46
	2-6 Activities, value chain and other business relationships	Page 1 - 3, 8, 48
	2-7 Employees	Pages 59 - 60
	2-8 Workers who are not employees	Not Applicable.
	2-9 Governance structure and composition	Pages 19 - 21
	2-10 Nomination and selection of the highest governance body	Pages 22 - 23
	2-11 Chair of the highest governance body	Pages 21 - 22
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 22 - 23
	2-13 Delegation of responsibility for managing impacts	Pages 15 - 17
	2-14 Role of the highest governance body in sustainability reporting	Page 50
	2-15 Conflicts of interest	Pages 15 - 16
	2-16 Communication of critical concerns	Pages 42 - 43
	2-17 Collective knowledge of the highest governance body	Pages 19 - 21
	2-18 Evaluation of the performance of the highest governance body	Page 32
	2-19 Remuneration policies	Page 33
	2-20 Process to determine remuneration	Page 34
	2-22 Statement on sustainable development strategy	Page 47
	2-23 Policy commitments	Page 48
	2-24 Embedding policy commitments	Page 48
	2-25 Processes to remediate negative impacts	Page 60
	2-26 Mechanisms for seeking advice and raising concerns	Pages 39, 46, 60, 64
	2-27 Compliance with laws and regulations	Page 52
	2-28 Membership associations	Not Applicable.
	2-29 Approach to stakeholder engagement	Page 50
	2-30 Collective bargaining agreements	Not Applicable.

# Sustainability Report

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Pages 50 - 51
	3-2 List of material topics	Page 51
	3-3 Management of material topics	Pages 53 - 64
<b>GRI 205: Anti-corruption 2016</b>	205-3 Confirmed incidents of corruption and actions taken	Page 64
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Page 58
	302-3 Energy intensity	Page 58
	302-4 Reduction of energy consumption	Page 58
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Page 57
	305-2 Energy indirect (Scope 2) GHG emissions	Page 57
	305-4 GHG emissions intensity	Page 57
	305-5 Reduction of GHG emissions	Page 57
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Page 60
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 60
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Page 62
	403-2 Hazard identification, risk assessment, and incident investigation	Page 62
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 62
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 62
	403-9 Work-related injuries	Page 62
	403-10 Work-related ill health	Page 62
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Page 61
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 61
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 60
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 63

# FINANCIAL CONTENTS

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# Directors' Statement

For the financial year ended 31 December 2025

The directors submit this statement to the members of Pollux Properties Ltd. (the "Company") together with the audited consolidated financial statements of the Company and its subsidiaries (collectively the "Group") for the financial year ended 31 December 2025 and statement of financial position of the Company as at 31 December 2025.

In our opinion:

- (a) the accompanying financial statements of the Group and the statement of financial position of the Company are drawn up so as to give a true and fair view of the financial positions of the Group and of the Company as at 31 December 2025 and of the financial performance, changes in equity and cash flows of the Group for the year ended on that date, in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International); and
- (b) at the date of this statement, having regard to the matters disclosed in Note 2, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

## Names of directors

The directors of the Company in office at the date of this statement are as follows:

Phua Cher Chew	(Independent Non-executive Chairman)
Nico Purnomo Po	(Chief Executive Officer and Executive director)
Ivan Kanel	(Independent Non-executive director)
Brian Praneda	(Independent Non-executive director)

## Arrangements to enable directors to acquire shares and debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate other than as disclosed in this statement.

# Directors' Statement

For the financial year ended 31 December 2025

## Directors' interests in shares or debentures

According to the Register of Directors' Shareholdings kept by the Company under Section 164 of the Act, none of the directors who held office at the end of the financial year had any interest in the shares or debentures of the Company and its related corporations, except as set out below:

	Holdings registered in the name of director or nominee		Holdings in which director or nominee is deemed to have an interest	
	As at 1.1.2025	As at 31.12.2025	As at 1.1.2025	As at 31.12.2025
<b><u>The Ultimate holding company</u></b>				
<b><u>PT. Pollux Multi Artha</u></b>				
Nico Purnomo Po	999,999	999,999	1	1
<b><u>The Immediate holding company</u></b>				
<b><u>Pollux Holdings Pte. Ltd.</u></b>				
Nico Purnomo Po	–	–	131,000,000	131,000,000
<b><u>The Company</u></b>				
<b><u>Pollux Properties Ltd.</u></b>				
Nico Purnomo Po	–	–	1,713,242,325	1,713,242,325

There were no changes in any of the above-mentioned interests in the Company between the end of the financial year and 21 January 2026.

By virtue of Section 7 of the Act, Nico Purnomo Po is deemed to have interests in PT. Pollux Multi Artha and Pollux Holdings Pte. Ltd., the Company and its subsidiaries, at the beginning and at the end of the financial year.

Except as disclosed in this statement, no directors who held office at the end of the financial year had interests in shares, shares options, warrants or debentures of the Company, or of related corporations, either at the beginning or at the end of the financial year.

## Share options

There were no share options granted during the financial year to subscribe for unissued shares of the Company or of its subsidiaries.

There were no shares issued during the financial year to which this report relates by virtue of the exercise of options to take up unissued shares of the Company or of its subsidiaries.

There were no unissued shares of the Company or its subsidiaries under options at the end of the financial year.

# Directors' Statement

For the financial year ended 31 December 2025

## Audit Committee

The Audit Committee as at the date of this statement comprises the following members, all of whom are independent directors:

Ivan Kanel (Chairman)  
Phua Cher Chew  
Brian Praneda

The Audit Committee ("AC") carried out its functions in accordance with Section 201B(5) of the Act. In performing those functions, the AC has:

- Reviewed the audit plans of the internal and external auditors of the Group and the Company, and reviewed the internal auditors' evaluation of the adequacy of the Company's system of internal accounting controls and the assistance given by the Group and the Company's management to the internal and external auditors;
- Reviewed the half yearly financial results and annual financial statements and the auditor's report on the annual financial statements of the Group and the Company before their submission to the board of directors;
- Reviewed the effectiveness of the Group's and the Company's material internal controls, including financial, operational and compliance controls and risk management via reviews carried out by the internal auditor;
- Met with the internal and external auditors, other committees, and management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the AC;
- Reviewed legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programmes and any reports received from regulators;
- Reviewed the cost effectiveness and the independence and objectivity of the external auditor;
- Reviewed the nature and extent of non-audit services provided by the external auditor;
- Recommended to the board of directors the external auditor to be nominated, approved the compensation of the external auditor, and reviewed the scope and results of the audit;
- Reported actions and minutes of the AC to the board of directors with such recommendations as the AC considers appropriate; and
- Reviewed interested person transactions in accordance with the requirements of the Singapore Exchange Securities Trading Limited (SGX-ST)'s Listing Manual Section B: Rules of Catalist.

During the financial year, no non-audit services were provided by the external auditor to the Group. The AC has also conducted a review of interested person transactions.

The AC convened two meetings during the financial year with full attendance from all members. The AC has also met with the internal and external auditors, without the presence of the Company's management during the financial year.

The AC is satisfied with the independence and objectivity of the external auditor and has recommended to the Board of Directors that the auditor, Foo Kon Tan LLP, be nominated for re-appointment as auditor at the forthcoming Annual General Meeting of the Company.

# Directors' Statement

For the financial year ended 31 December 2025

## **Audit Committee (Cont'd)**

Further details regarding the AC are disclosed in the Corporate Governance Report.

In appointing our auditors for the Company, we have complied with Rules 712 and 715 of the Catalist Rules.

## **Independent auditor**

The independent auditor, Foo Kon Tan LLP, Public Accountants and Chartered Accountants, has expressed its willingness to accept re-appointment.

On behalf of the Directors

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NICO PURNOMO PO

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PHUA CHER CHEW

14 April 2026

# Independent Auditor's Report

For the financial year ended 31 December 2025

## Independent Auditor's Report to the Members of Pollux Properties Ltd.

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the financial statements of Pollux Properties Ltd. (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025, and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the year ended on that date.

#### Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### Valuation of investment properties

The Group owns a portfolio of investment properties comprising a commercial building, several residential units, a commercial property which has been rented out to a third-party hotel operator and shop units which are located in Singapore. As at 31 December 2025, the carrying amount of investment properties amounted to \$317.7 million, of which a net fair value gain of \$150,000 was recorded during the financial year. The carrying amount of the investment properties accounted for 90% of the Group's total assets.

The valuation of these properties is significant to our audit due to its materiality and use of significant judgement and estimations in the valuation process. The Group records its investment properties at their fair values based on independent external valuations. The valuation process is complex and involves significant judgement and estimation in determining the appropriate valuation methodology to be used, and in evaluating the underlying assumptions to be applied. Accordingly, the valuations performed by independent external valuation specialists are inherently subjective and are highly sensitive to changes in the key assumptions applied such as terminal capitalisation rate, discount rate and adjusted price of comparable properties. As such, we identified this as a key audit matter.

# Independent Auditor's Report

For the financial year ended 31 December 2025

## Independent Auditor's Report to the Members of Pollux Properties Ltd.

### **Key Audit Matters (Cont'd)**

#### Valuation of investment properties (Cont'd)

Our response:

We assessed the Group's processes for the determination of the scope of work of the external valuation specialists, and the review and acceptance of the valuations reported by the external valuation specialists.

We read the terms of engagement of the external valuation specialists to consider the objectivity and independence of the external valuation specialists, and also considered the qualification and competency of the external valuation specialists engaged.

We also engaged our auditor's expert and evaluated that the auditor's expert has the necessary competence, capabilities and objectivity for our purposes. Through our appointed auditor's expert, we considered the appropriateness of the valuation techniques used, taking into account the profile and type of the investment properties.

We also compared the key assumptions used in the valuations by reference to internal historical data and corroborated with available benchmarks and considered whether these assumptions are consistent with the current market environment.

We also considered the adequacy of the disclosure in the financial statements, regarding the inherent degree of subjectivity and key assumptions in the estimates. This includes the relationship between key unobservable inputs and fair values.

Disclosures about the Group's investment properties are made in Notes 7 and 37(b) to the financial statements.

### **Other Information**

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of Management and Directors for the Financial Statements**

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

# Independent Auditor's Report

For the financial year ended 31 December 2025

## **Independent Auditor's Report to the Members of Pollux Properties Ltd.**

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

# Independent Auditor's Report

For the financial year ended 31 December 2025

## **Independent Auditor's Report to the Members of Pollux Properties Ltd.**

### ***Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)***

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### **Report on Other Legal and Regulatory Requirements**

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Chan Ser.

Foo Kon Tan LLP  
Public Accountants and  
Chartered Accountants

Singapore  
14 April 2026

# Statements of Financial Position

As at 31 December 2025

	Note	Group		Company	
		2025 \$	2024 \$	2025 \$	2024 \$
<b>ASSETS</b>					
<b>Non-Current Assets</b>					
Property, plant and equipment	6A	18,349,248	17,184,182	13,264	7,575
Right-of-use asset	6B	–	51,666	–	51,666
Investment properties	7	317,690,000	321,240,000	–	–
Investment in subsidiaries	8	–	–	142,058,299	142,058,299
Investment in a joint venture	9	2,130,571	2,337,462	1	1
		<u>338,169,819</u>	<u>340,813,310</u>	<u>142,071,564</u>	<u>142,117,541</u>
<b>Current Assets</b>					
Investment securities	10	327,758	329,285	–	–
Trade receivables	11	107,918	140,279	–	–
Other receivables and deposits	12	1,869,125	2,662,425	2,100	24,725
Prepaid operating expenses	13	852,067	543,667	21,026	17,000
Due from subsidiaries	14	–	–	47,106,255	47,048,909
Due from related parties	15	–	195,443	–	–
Fixed deposits pledged	16	1,540,000	1,530,000	–	–
Cash and cash equivalents	16	8,731,987	7,185,495	3,728,141	3,998,761
		<u>13,428,855</u>	<u>12,586,594</u>	<u>50,857,522</u>	<u>51,089,395</u>
Assets held for sale	17	–	7,500,000	–	–
		<u>13,428,855</u>	<u>20,086,594</u>	<u>50,857,522</u>	<u>51,089,395</u>
<b>Total assets</b>		<u><b>351,598,674</b></u>	<u><b>360,899,904</b></u>	<u><b>192,929,086</b></u>	<u><b>193,206,936</b></u>
<b>EQUITY AND LIABILITIES</b>					
<b>Capital and Reserves</b>					
Share capital	18	140,099,994	140,099,994	140,099,994	140,099,994
Revenue reserve		70,175,742	68,357,683	(35,906,173)	(33,312,069)
Foreign currency translation reserve	18(a)	(216,276)	(152,711)	–	–
<b>Total equity</b>		<u>210,059,460</u>	<u>208,304,966</u>	<u>104,193,821</u>	<u>106,787,925</u>
<b>Non-Current Liabilities</b>					
Deferred tax liabilities	29	8,336	8,336	–	–
Loans and borrowings	19	114,679,422	118,311,685	–	–
Loan from joint venture	20	2,123,400	2,249,342	2,123,400	2,249,342
Lease liabilities	21	–	13,460	–	13,460
		<u>116,811,158</u>	<u>120,582,823</u>	<u>2,123,400</u>	<u>2,262,802</u>
<b>Current Liabilities</b>					
Due to related parties	15	76,496	285,119	76,496	285,068
Due to subsidiaries	22	–	–	86,104,842	83,499,701
Trade payables	23	2,141,503	1,945,527	3,196	28,222
Other payables and accruals	23	6,246,480	6,731,998	427,331	304,158
Rental received in advance	24	340,287	1,030,266	–	–
Provision for taxation		902,206	437,202	–	–
Loans and borrowings	19	15,021,084	21,542,943	–	–
Lease liabilities	21	–	39,060	–	39,060
		<u>24,728,056</u>	<u>32,012,115</u>	<u>86,611,865</u>	<u>84,156,209</u>
<b>Total liabilities</b>		<u>141,539,214</u>	<u>152,594,938</u>	<u>88,735,265</u>	<u>86,419,011</u>
<b>Total equity and liabilities</b>		<u><b>351,598,674</b></u>	<u><b>360,899,904</b></u>	<u><b>192,929,086</b></u>	<u><b>193,206,936</b></u>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

# Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the financial year ended 31 December 2025

	Note	Year ended 31 December 2025 \$	Year ended 31 December 2024 \$
Revenue	4	13,555,823	13,381,642
Cost of sales	5	(151,719)	(153,240)
Gross profits		13,404,104	13,228,402
Interest income	25	44,318	125,437
Other income	26A	156,410	461,919
Other expenses	26B	–	(440,000)
Marketing and distribution expenses		(583,127)	(398,360)
General and administrative expenses		(5,286,537)	(5,132,916)
Finance costs	27	(3,960,225)	(6,673,233)
Share of results of a joint venture, net of tax	9	(206,891)	(251,800)
Profit before tax	28	3,568,052	919,449
Tax expense	29	(1,749,993)	(522,119)
Profit for the year		1,818,059	397,330
<b>Other comprehensive income/(loss) after tax:</b>			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Exchange differences arising from consolidation of foreign operations		(63,565)	(17,078)
Other comprehensive loss for the year, net of nil tax		(63,565)	(17,078)
Total comprehensive income for the year		1,754,494	380,252
<b>Profit attributable to:</b>			
Owners of the Company		1,818,059	397,330
<b>Total comprehensive income attributable to:</b>			
Owners of the Company		1,754,494	380,252
<b>Earnings per share (cents):</b>			
- Basic	30	0.07	0.01
- Diluted	30	0.07	0.01

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

# Consolidated Statement of Changes in Equity

For the financial year ended 31 December 2025

	Equity attributable to owners of the Company			Total equity \$
	Share capital \$	Revenue reserve \$	Foreign currency translation reserve \$	
<b>The Group</b>				
At 1 January 2024	140,099,994	67,960,353	(135,633)	207,924,714
Profit for the year	–	397,330	–	397,330
Other comprehensive loss	–	–	(17,078)	(17,078)
Total comprehensive income/(loss) for the year	–	397,330	(17,078)	380,252
At 31 December 2024	140,099,994	68,357,683	(152,711)	208,304,966
Profit for the year	–	1,818,059	–	1,818,059
Other comprehensive loss	–	–	(63,565)	(63,565)
Total comprehensive income/(loss) for the year	–	1,818,059	(63,565)	1,754,494
<b>At 31 December 2025</b>	<b>140,099,994</b>	<b>70,175,742</b>	<b>(216,276)</b>	<b>210,059,460</b>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

# Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

	Note	Year ended 31 December 2025 \$	Year ended 31 December 2024 \$
<b>Cash Flows from Operating Activities</b>			
Profit before taxation		3,568,052	919,449
<i>Adjustments for:</i>			
Impairment loss on trade receivables	11, 28	–	4,598
Depreciation of property, plant and equipment	6A	257,600	246,191
Depreciation of right-of-use asset	6B	16,146	25,833
Interest income	25	(44,318)	(125,437)
Fair value (gain)/loss on investment properties	7, 28	(150,000)	440,000
Fair value loss/(gain) on quoted equity securities	28	1,527	(5,283)
Fair value loss on unquoted equity securities	28	–	155,871
Interest expense	27	3,912,851	6,565,021
Share of results of a joint venture	9	206,891	251,800
Currency realignment		1,585,402	207,539
Loss on write-off of property, plant and equipment	28	1,461	–
Gain on derecognition of right-of-use assets and lease liabilities	28	(961)	–
Operating profit before working capital changes		9,354,651	8,685,582
Changes in trade receivables		32,361	(10,280)
Changes in other receivables, deposits and prepaid operating expenses		484,900	(272,330)
Changes in trade payables		195,976	348,448
Changes in rental received in advance		(689,979)	(1,191,930)
Changes in other payables and accruals		(108,633)	433,146
Cash generated from operations		9,269,276	7,992,636
Interest received		44,318	125,437
Income taxes paid		(1,284,989)	(697,350)
Net cash generated from operating activities		8,028,605	7,420,723
<b>Cash Flows from Investing Activities</b>			
Purchase of property, plant and equipment	Note A	(3,451,777)	(389,048)
Advances to related parties		–	(195,428)
Proceeds from capital return of unquoted securities		–	347,010
Proceeds from sale of investment properties	7	3,700,000	15,290,000
Proceeds from disposal of assets held for sale	17	7,500,000	–
Net cash generated from investing activities		7,748,223	15,052,534
<b>Cash Flows from Financing Activities</b>			
Repayment of loan from joint venture	Note B	(125,942)	(98,062)
Repayment to related parties	Note B	(13,180)	(724,932)
Repayment of lease liabilities	Note B	(16,039)	(24,979)
Proceeds from loans and borrowings	Note B	–	250,000
Increase in fixed deposits pledged	Note B	(10,000)	–
Repayment of loans and borrowings	Note B	(10,154,122)	(11,874,019)
Interest paid	Note B	(3,912,851)	(6,565,021)
Net cash used in financing activities		(14,232,134)	(19,037,013)

*The annexed notes form an integral part of and should be read in conjunction with these financial statements.*

# Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

	Note	Year ended 31 December 2025 \$	Year ended 31 December 2024 \$
Net increase in cash and cash equivalents		1,544,694	3,436,244
Net effect of exchange rate changes on the balance of cash held in foreign currencies		1,798	(51)
Cash and cash equivalents at beginning of year		7,185,495	3,749,302
Cash and cash equivalents at end of year	16	<u>8,731,987</u>	<u>7,185,495</u>

## Note (A):

For the financial year ended 31 December 2025, cash payments of \$3,451,777 (2024 - \$389,048) consist mainly of acquisition of property, plant and equipment made during the year with an aggregate cost of \$3,074,892 (2024 - \$194,908) and the balance pertains to partial payment made for property, plant and equipment purchased in prior periods.

## Note (B):

The tables below detail changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

The Group	Note	Cash flows						Non-cash changes			At 31 December 2025
		At 1 January 2025	Changes in bank pledges	Repayment of loans to financial institutions	Proceeds from/ (repayment) of loans and payment to related parties	Principal elements of lease payments	Interest paid	Lease termination	Set off balances with amounts due from related parties	Finance costs (Note 27)	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Fixed deposit pledged	16	(1,530,000)	(10,000)	-	-	-	-	-	-	-	(1,540,000)
Loans and borrowings	19	139,854,628	-	(10,154,122)	-	-	(3,911,890)	-	-	3,911,890	129,700,506
Loan from joint venture	20	2,249,342	-	-	(125,942)	-	-	-	-	-	2,123,400
Lease liabilities	21	52,520	-	-	-	(16,039)	(961)	(36,481)	-	961	-
Amount due to related parties	15	<u>285,119</u>	<u>-</u>	<u>-</u>	<u>(13,180)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(195,443)</u>	<u>-</u>	<u>76,496</u>

The Group	Note	Cash flows						Non-cash changes			At 31 December 2024
		At 1 January 2024	Changes in bank pledges	Repayment of loans to financial institutions	Proceeds from/ (repayment) of loans and payment to related parties	Principal elements of lease payments	Interest paid	New leases	Finance costs (Note 27)		
		\$	\$	\$	\$	\$	\$	\$	\$	\$	
Fixed deposit pledged	16	(1,530,000)	-	-	-	-	-	-	-	-	(1,530,000)
Loans and borrowings	19	151,478,647	-	(11,874,019)	250,000	-	(6,562,800)	-	6,562,800	-	139,854,628
Loan from joint venture	20	2,347,404	-	-	(98,062)	-	-	-	-	-	2,249,342
Lease liabilities	21	-	-	-	-	(24,979)	(2,221)	77,499	2,221	-	52,520
Amount due to related parties	15	<u>1,010,051</u>	<u>-</u>	<u>-</u>	<u>(724,932)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>285,119</u>

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 1 General Information

The financial statements of the Group and the Company for the year ended 31 December 2025 were authorised for issue in accordance with a resolution of the directors on the date of the Directors' statement.

The Company is incorporated as a limited liability company domiciled in the Republic of Singapore. The Company is listed on the Catalist Board of the Singapore Exchange Securities Trading Limited ("SGX-ST").

The registered office and principal place of business of the Company is at 40A Orchard Road, #M-02 MacDonald House, Singapore 238838.

The immediate holding company is Pollux Holdings Pte. Ltd., a company incorporated in Singapore. The ultimate holding company is PT. Pollux Multi Artha, a company incorporated in Indonesia.

The principal activity of the Company is that of investment holding. The principal activities of its subsidiaries and joint venture are disclosed in Notes 8 to 9 to the financial statements, respectively.

## 2 Going concern

The financial statements have been prepared on a going concern basis, notwithstanding that the Group's current liabilities exceeded its current assets by \$11,299,201 (2024 - \$11,925,521) as at 31 December 2025.

As at 31 December 2025, the Group has cash and cash equivalents of \$8,731,987 (2024 - \$7,185,495). The Group has also generated positive cash inflows from its operations of \$8,028,605 (2024 - \$7,420,723) during the year. The cash flow projection for at least the next 12 months from the date of the financial statements prepared by management resulted in a positive net cash balance. The ability of the Group to continue as a going concern is dependent on the generation of sufficient income. The directors are of the view that the Group will have sufficient cash resources to satisfy its working capital requirements and short-term obligations within the next 12 months after the date of the financial statements to enable it to continue operations and meet its liabilities as and when they fall due based on the following:

- (i) The Group's ability to generate sufficient cash flows from its operating activities.
- (ii) \$10.8 million (2024 - \$12.9 million) of the Group's current loans and borrowings are on an annual revolving basis and management expects them to be renewed as and when they fall due.
- (iii) Unutilised credit facilities of \$8.25 million (2024 - \$8.25 million) yet to be drawn down by the Group.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(a) Basis of preparation

The financial statements have been prepared in accordance with the provisions of the Singapore Companies Act 1967 and Singapore Financial Reporting Standards (International) ("SFRS(I)"), and have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (SGD) which is the Company's functional currency. All financial information are disclosed in Singapore Dollars, unless otherwise stated.

## 3(b) Adoption of new and revised SFRS(I) effective for the current financial year

On 1 January 2025, the Group and the Company have adopted all the new and revised SFRS(I), SFRS(I) interpretations ("SFRS(I) INT") and amendments to SFRS(I), effective for the current financial year that are relevant to them. The adoption of these new and revised SFRS(I) pronouncements does not result in significant changes to the Group's and the Company's accounting policies and has no material effect on the amounts or the disclosures reported for the current or prior reporting periods.

Reference	Description	Effective date (Annual periods beginning on or after)
Amendments to SFRS(I) 1-21	<i>Lack of Exchangeability</i>	1 January 2025

### **Amendments to SFRS(I) 1-21 Lack of Exchangeability**

The amendments clarify when a currency is exchangeable into another currency and how a company estimates a spot rate when a currency lacks exchangeability. Under the amendments, companies will need to provide new disclosures to help users assess the impact of using an estimated exchange rate on the financial statements. These disclosures might include the nature and financial impacts of the currency not being exchangeable, the spot exchange rate used, the estimation process and risks to the company because the currency is not exchangeable.

There is no impact on the financial statements on initial application since the Group does not hold or transact in a foreign currency that cannot be exchanged into another currency.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(c) New and revised SFRS(I) in issue but not yet effective

At the date of authorisation of these financial statements, the Group and the Company have not early adopted the new and revised SFRS(I), SFRS(I) INT and amendments to SFRS(I) that have been issued but are not yet effective to them. Management anticipates that the adoption of these new and revised SFRS(I) pronouncements in future periods will not have a material impact on the Group's and the Company's accounting policies in the period of their initial application, except as discussed below:

Reference	Description	Effective date (Annual periods beginning on or after)
Amendments to SFRS(I) 9 and SFRS(I) 7	<i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to SFRS(I) 9 and SFRS(I) 7	<i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
Annual Improvements to SFRS(I)	- <i>Volume 11</i>	1 January 2026
SFRS(I) 18	<i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
SFRS(I) 19	<i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to SFRS(I) 19	<i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to SFRS(I) 1-21	<i>Translation to a Hyperinflationary Presentation Currency</i>	1 January 2027
Amendments to SFRS(I) 10 and SFRS(I) 1-28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Yet to be determined

### **SFRS(I) 18 Presentation and Disclosure in Financial Statements**

SFRS(I) 18 replaces SFRS(I) 1-1 Presentation of Financial Statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users.

SFRS(I) 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. In particular, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations. In addition, SFRS(I) 18 requires disclosure of newly prescribed management-defined performance measures and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes to the financial statements.

Furthermore, narrow scope amendments are made to SFRS(I) 1-7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. There are also amendments to several other standards.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(c) New and revised SFRS(I) in issue but not yet effective (Cont'd)

### SFRS(I) 18 Presentation and Disclosure in Financial Statements (Cont'd)

SFRS(I) 18, and the consequential amendments to the other standards, is effective for annual reporting periods beginning on or after 1 January 2027. Early application is permitted. SFRS(I) 18 is applied retrospectively with specific transition provisions. The Group is currently assessing the impact of the amendments. It is currently impracticable to disclose any further information on the known or reasonably estimable impact to the financial statements in the period of initial application.

## 3(d) Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements in conformity with SFRS(I) requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of incomes and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revision to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

The critical accounting estimates and assumptions used and areas involving significant judgement are described below.

### **Significant judgements in applying accounting policies**

#### (i) Determination of functional currency

The Group measures foreign currency translation in the respective currencies of the Company and its subsidiaries. In determining the functional currencies of the entities in the Group, judgement is required to determine the currency that mainly influences sales prices for goods and services and of the country whose competitive forces and regulations mainly determines the sales prices of its goods and services. The functional currencies of the entities in the Group are determined based on management's assessment of the economic environment in which the entities operate and the entities' process of determining sales prices.

#### (ii) Income taxes

The Group has exposure to income taxes in Singapore and Indonesia. Significant judgement is involved in determining the group-wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(d) Critical accounting judgements and key sources of estimation uncertainty (Cont'd)

### Significant judgements in applying accounting policies (Cont'd)

#### (iii) Deferred taxation on investment properties

For the purposes of measuring deferred tax liabilities or assets arising from investment properties that are measured using the fair value model, management has reviewed the Group's investment property portfolio and concluded that they are not held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time, but rather through sale of the investment properties instead. Therefore, in determining the Group's deferred taxation on investment properties, management has determined that the presumption that investment properties measured using the fair value model are recovered through sale is not rebutted. There is no capital gain tax on disposal of investment properties in Singapore.

### Key sources of estimation uncertainty

#### (i) Valuation of investment properties (Note 7, 37)

The Group's investment properties are stated at estimated fair values based on the valuation performed by independent professional valuers using valuation techniques (direct comparison method and discounted cash flow method) which involve certain estimates and significant unobservable inputs. In relying on valuation reports, the management has exercised its judgement and is satisfied that the valuation methods and estimates are reflective of current market conditions. A 5% adjustment to the fair value of investment properties from management's estimates would result in approximately \$15,885,000 (2024 - \$16,062,000) variance to the Group's results for the year. The fair values of the Group's investment properties and the information relating to the valuation techniques and inputs used in determining their fair value are disclosed in Note 7 and 37, respectively.

#### (ii) Impairment of financial assets (Note 11, 12, 14, 15, 16)

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past historical experience, existing market conditions as well as forward-looking estimates at the end of each reporting period. The carrying amounts of the Group's and the Company's trade and other receivables and balances due from related parties at the end of the reporting period are disclosed in Note 11, 12 and 15 respectively to the financial statements. A reasonably possible change in key assumptions indicates that the impact is insignificant.

The Company held gross non-trade receivables from its subsidiaries that are repayable on demand of \$72,551,677 (2024 - \$69,897,426) as at the reporting date. These balances are amounts extended to the subsidiaries to satisfy their short-term funding requirements. The impairment of the amounts due from subsidiaries is based on the expected loss model using general approach which considers the availability of highly accessible liquid assets of the subsidiaries to repay these amounts if demanded repayment at the reporting date. As a result of management's assessment, allowance for impairment loss on non-trade receivables due from its subsidiaries during the financial year ended 31 December 2025 is disclosed in Note 14. A reasonably possible change in key assumptions indicates that the impact is insignificant.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(d) Critical accounting judgements and key sources of estimation uncertainty (Cont'd)

### Key sources of estimation uncertainty (Cont'd)

#### (iii) Impairment of non-financial assets (Note 6A, 6B, 8, 9)

Property, plant and equipment, right-of-use asset, investments in subsidiaries and joint venture are tested for impairment whenever there is objective evidence or indication that these assets may be impaired.

Impairment exists when the carrying value of an asset or cash generating unit ("CGU") exceeds its recoverable amount, which is the higher of its fair value less costs of disposal ("FVLCD") and its value in use ("VIU"). The FVLCD calculation is based on available data from comparable sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The VIU calculation is based on a discounted cash flow ("DCF") model. The cash flows are derived from the budget projected. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash inflows and the growth rate used for extrapolation purposes.

The carrying amount of the property, plant and equipment and right-of-use asset in the Group's consolidated financial statements are disclosed in Note 6A and 6B respectively. The carrying amount of the Company's investment in subsidiaries and the Group's investment in joint venture at the reporting date are disclosed in Note 8 and 9, respectively.

## 3(e) Material accounting policy information

The accounting policies used by the Group have been applied consistently to all periods presented in these financial statements.

### Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group assets and liabilities, equity, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases. Specifically, income and expenses of a subsidiary or an investee acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company or its subsidiary gains control until the date when the Company or its subsidiary ceases to control the subsidiary or investee.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Consolidation (Cont'd)

#### Subsidiary

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Thus, the Group controls an investee if, and only if, the Group has all of the following:

- power over the investee;
- exposure, or rights to variable returns from its involvement with the investee; and
- the ability to use its power over the investee to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Group has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers all relevant facts and circumstances in assessing whether or not the Group's voting rights in an investee are sufficient to give it power, including:

- the size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Group, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

In the Company's statement of financial position, investments in subsidiaries are accounted for at cost less impairment losses.

#### Non-controlling interest

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company, and are presented separately in the consolidated statement of profit or loss and other comprehensive income and within equity in the consolidated statement of financial position, separately from equity attributable to owners of the Company. Those interests of non-controlling shareholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Consolidation (Cont'd)

#### Changes in ownership interests in subsidiaries without change of control

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

#### Changes in ownership interests in subsidiaries resulting in loss of control

When the Group loses control over a subsidiary, it:

- de-recognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- de-recognises the carrying amount of any non-controlling interest;
- de-recognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in profit or loss;
- re-classifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

A gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interest. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable SFRS(I)s). The fair value of any investment retained in the former subsidiary at the date when the control is lost is regarded as the fair value on the initial recognition for subsequent accounting under SFRS(I) 9 or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

#### Business combinations

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Consolidation (Cont'd)

#### Business combinations (Cont'd)

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognised in profit or loss.

Non-controlling interest in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of net assets of the acquiree are recognised on the acquisition date at either fair value, or the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

### Property, plant and equipment and depreciation

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Depreciation on other items of property, plant and equipment is calculated using the straight-line method to allocate their depreciable amount over their estimated useful lives as follows:

Leasehold improvement	3 years
Office equipment	5 years
Computers and software	3 years
Furniture and fittings	5 years
Operating equipment	5 to 10 years
Linen, glass/silverware and uniforms	4 years
Leasehold properties	Remaining lease periods

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in profit or loss in the year the asset is derecognised.

Construction-in-progress represents hotel properties under renovation, which is stated at cost less any impairment losses, and is not depreciated. Costs comprise the purchase prices, purchase taxes and renovation costs. Construction-in-progress is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Investment properties

Investment properties are properties that are either owned by the Group or leased under a operating lease that are held to earn rentals or for capital appreciation, or both, rather than for use in the production or supply of goods or services, or for administrative purposes, in the ordinary course of business. Investment properties comprise completed investment properties and properties that are being constructed or developed for future use as investment properties. Properties held under operating leases are classified as investment properties when the definition of an investment property is met.

Investment properties are initially measured at cost, including transaction costs. Subsequent to initial recognition, investment properties are measured at fair value. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the year in which they arise.

Investment properties are de-recognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in profit or loss in the year of retirement or disposal.

Transfers are made to or from investment properties only when there is a change in use.

### Non-current asset (or disposal groups) held-for-sale and discontinued operations

Non-current assets (or disposal groups) are classified as assets held-for-sale and carried at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through continuing use. The assets are not depreciated or amortised while they are classified as held-for-sale. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss that has been previously recognised) is recognised in profit or loss. The measurement provisions under SFRS(I) 5 do not apply for investment properties which are accounted for in accordance with the fair value model under SFRS(I) 1-40.

A discontinued operation is a component of an entity that either has been disposed of, or that is classified as held-for-sale and:

- (a) represents a separate major line of business or geographical area of operations;
- (b) is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations; or
- (c) is a subsidiary acquired exclusively with a view to resale.

### Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Impairment of non-financial assets (Cont'd)

Impairment losses are recognised in profit or loss, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as revaluation increase. Impairment losses relating to goodwill cannot be reversed in future periods.

### Joint ventures

The Group accounts for its investment in joint venture using the equity method from the date on which it becomes a joint venture.

On acquisition of the investment, any excess of the cost of the investment over the Group's share of the net fair value of the investee's identifiable assets and liabilities is accounted as goodwill and is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment is included as income in the determination of the Group's share of the joint venture's profit or loss in the period in which the investment is acquired.

Under the equity method, the investment in joint venture is carried in the balance sheet at cost plus post-acquisition changes in the Group's share of net assets of the joint venture. The profit or loss reflects the share of results of the operations of the joint venture. Distributions received from joint venture reduce the carrying amount of the investment. Where there has been a change recognised in other comprehensive income by the joint venture, the Group recognises its share of such changes in other comprehensive income.

Unrealised gains and losses resulting from transactions between the Group and joint venture are eliminated to the extent of the interest in the joint venture.

When the Group's share of losses in a joint venture equals or exceeds its interest in the joint venture, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in joint venture. The Group determines at the end of each reporting period whether there is any objective evidence that the investment in the joint venture is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the joint venture and its carrying value and recognises the amount in profit or loss.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

#### (a) Financial assets

##### Initial recognition and measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial assets at initial recognition.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

##### Subsequent measurement

##### Investments in debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are:

##### (i) Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through amortisation process.

##### (ii) Fair value through other comprehensive income ("FVOCI")

Financial assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Financial assets measured at FVOCI are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial assets are recognised in other comprehensive income, except for impairment losses, foreign exchange gains and losses and interest calculated using the effective interest method are recognised in profit or loss. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is de-recognised.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Financial instruments (Cont'd)

#### (a) Financial assets (Cont'd)

##### Subsequent measurement (Cont'd)

##### Investments in debt instruments (Cont'd)

##### (iii) Fair value through profit or loss ("FVPL")

Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt instrument that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss in the period in which it arises.

##### Investments in equity instruments

On initial recognition of an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in OCI. Dividends from such investments are to be recognised in profit or loss when the Group's right to receive payments is established. For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in OCI, changes in fair value are recognised in profit or loss.

##### **De-recognition**

A financial asset is de-recognised where the contractual right to receive cash flows from the asset has expired. On de-recognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss.

#### (b) Financial liabilities

##### **Initial recognition and measurement**

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value less in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

##### **Subsequent measurement**

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are de-recognised, and through the amortisation process.

##### **De-recognition**

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. On de-recognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Financial instruments (Cont'd)

#### (c) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the assets and settle the liabilities simultaneously.

#### Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Allowance for ECL of other receivables are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the ECL calculation, based on the Group's past collection history, existing market conditions, current credit standing of debtor or significant financial difficulties of the debtor as well as forward looking estimates at each reporting date. Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time of horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand and short-term deposits that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the consolidated statement of cash flows, fixed deposits pledged are excluded from cash and cash equivalents.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

### Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

### Employee benefits

#### Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

### Leases

#### (a) As lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of twelve months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

##### (i) Lease Liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee. The incremental borrowing rate is defined as the rate of interest that the lessee would have to pay to borrow over a similar term and with a similar security the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Leases (Cont'd)

#### (a) As lessee (Cont'd)

##### (i) Lease Liability (Cont'd)

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that trigger those lease payments. For all contracts that contain both lease and non-lease components, the Group has elected to not separate lease and non-lease components and account these as one single lease component.

The lease liabilities are presented as a separate line item in the statements of financial position.

The lease liability is subsequently measured at amortised cost, by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (with a corresponding adjustment to the related right-of-use asset or to profit or loss if the carrying amount of the right-of-use asset has already been reduced to nil) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Leases (Cont'd)

#### (a) As lessee (Cont'd)

##### (ii) Right-of-use asset

The right-of-use asset comprises the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SFRS(I) 1-37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Depreciation on right-of-use assets is calculated using the straight-line method to allocate their depreciable amounts over the shorter period of lease term and useful life of the underlying asset, as follows:

Use of office premises: over lease term of 2 years commencing FY2024, but was earlier terminated in FY2025.

If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line item in the statements of financial position.

The Group applies SFRS(I) 1-36 Impairment of Assets to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

#### (b) As lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out below. Contingent rents are recognised as revenue in the period in which they are earned.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties. Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

#### (a) Rental income

Rental income arising on investment properties is accounted for on a straight-line basis over the lease terms on ongoing leases. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

#### (b) Rendering of services

Revenue from hotel operations, comprising primarily the use of rooms, food and beverage sales and other services are recognised when rooms are occupied, food and beverages are sold and services are performed.

### Government grants

Government grants are recognised when there is reasonable assurance that the grants will be received, and all attaching conditions will be complied with.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets (including property, plant and equipment) are recognised as deferred income in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

### Income tax

#### (a) **Current income tax**

Current tax assets and liabilities for the current period and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the end of the reporting period, in the country where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subjected to interpretation and establishes provisions where appropriate.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Income tax (Cont'd)

#### (b) Deferred tax

Deferred income tax is provided using the liability method on temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, joint venture and associate, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, joint venture and associate, deferred income tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

Unrecognised deferred tax assets are reassessed at each balance sheet date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the end of each reporting period.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Income tax (Cont'd)

#### (b) Deferred tax (Cont'd)

Deferred tax assets and liabilities are recognised on transactions that, on initial recognition, give rise to equal amounts of deductible and taxable temporary differences, arising from leases and decommissioning liabilities.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same tax authorities on the same taxable entity, or on different tax entities, provided they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

#### (c) Goods and services tax ("GST")

Revenues, expenses and assets are recognised net of the amount of sales tax except:

- Where the GST incurred in a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

### Share capital and share issue expenses

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

### Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
  - (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
  - (ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the consolidated statement of financial position of the Group except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Related parties

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Group and the Company if that person:
  - (i) has control or joint control over the Company;
  - (ii) has significant influence over the Company; or
  - (iii) is a member of the key management personnel of the Group or Company or of a parent of the Company.
- (b) An entity is related to the Group and the Company if any of the following conditions applies:
  - (i) the entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
  - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
  - (iii) both entities are joint ventures of the same third party;
  - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
  - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company;
  - (vi) the entity is controlled or jointly controlled by a person identified in (a);
  - (vii) a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); or
  - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

In considering each possible related party relationship, attention is directed to the substance of the relationship and not merely the legal form.

### Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. Directors and certain key executive officers are considered key management personnel.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Functional currency

#### Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements of the Group and the Company are presented in Singapore Dollars, which is also the functional currency of the Company.

### Conversion of foreign currencies

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions.

At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the exchange rates prevailing at that date.

Currency translation differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing exchange rates at the balance sheet date are recognised in profit or loss, unless they arise from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations. Those currency translation differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve in the consolidated financial statements and transferred to profit or loss as part of the gain or loss on disposal of the foreign operation.

Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the exchange rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of transaction.

#### Translation of Group entities' financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities are translated at the closing exchange rates at the end of the reporting period;
- Income and expenses for each statement presenting profit and loss and other comprehensive income (i.e. including comparatives) shall be translated at exchange rates at the dates of the transactions; and
- All resulting exchange differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 3(e) Material accounting policy information (Cont'd)

### Earnings per share

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year, adjusted for own shares held.

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, adjusted for the effects of all dilutive potential ordinary shares.

### Segment reporting

A business segment is a distinguishable component of the Group engaged in providing products or services that are subject to risks and returns that are different from those of other business segments. A geographical segment is a distinguishable component of the Group engaged in providing products or services within a particular economic environment that is subject to risks and returns that are different from those of segments operating in other economic environments.

Operating segments are reported in a manner consistent with the internal reporting provided to the executive committee whose members are responsible for allocating resources and assessing performance of the operating segments.

## 4 Revenue

The principal activities of the Group consist of leasing of its residential and commercial properties and operations of hotels.

<b>The Group</b>	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Hotel operations (Revenue from contracts with customers)	535,722	492,287
Rental income	13,020,101	12,889,355
Total revenue	13,555,823	13,381,642

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 4 Revenue (Cont'd)

### (a) Disaggregation of revenue

	Rental income		Hotel operations		Total revenue	
	2025	2024	2025	2024	2025	2024
	\$	\$	\$	\$	\$	\$
<b>Primary geographical markets</b>						
Singapore	13,020,101	12,889,355	-	-	13,020,101	12,889,355
Indonesia	-	-	535,722	492,287	535,722	492,287
	<u>13,020,101</u>	<u>12,889,355</u>	<u>535,722</u>	<u>492,287</u>	<u>13,555,823</u>	<u>13,381,642</u>
<b>Major product or service lines</b>						
Residential properties*	912,223	1,239,090	-	-	912,223	1,239,090
Commercial properties*	12,107,878	11,650,265	-	-	12,107,878	11,650,265
Hotel operation	-	-	535,722	492,287	535,722	492,287
	<u>13,020,101</u>	<u>12,889,355</u>	<u>535,722</u>	<u>492,287</u>	<u>13,555,823</u>	<u>13,381,642</u>
<b>Revenue from contracts with customers</b>						
<b>Timing of transfer of goods or services</b>						
At a point in time	-	-	535,722	492,287	535,722	492,287
	<u>-</u>	<u>-</u>	<u>535,722</u>	<u>492,287</u>	<u>535,722</u>	<u>492,287</u>

\* Rental income is generated from the leasing of the Group's residential and commercial investment properties under lease agreements. This meets the criteria of SFRS(I) 16 Leases and falls out of scope of SFRS(I) 15 Revenue from contracts with customers.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 4 Revenue (Cont'd)

### (b) Contract balances from contracts with customers

Information about receivables from contracts with customers are disclosed as follows:

	2025	2024
<b>The Group</b>	\$	\$
Receivables from contracts with customers	88,755	88,755

## 5 Cost of sales

	2025	2024
<b>The Group</b>	\$	\$
Cost of sales in relation to:		
Hotel operations	151,719	153,240
Total	151,719	153,240

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 6A Property, plant and equipment

The Group	Leasehold improvement	Office equipment	Computers and software	Furniture and fittings	Operating equipment	Linen, glass/silverware and uniforms	Construction - in-progress	Leasehold properties*	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cost</b>									
At 1 January 2024	250,496	39,984	219,879	2,217,570	683,035	117,612	15,383,662	1,788,346	20,700,584
Additions	-	-	7,520	103,453	-	-	83,935	-	194,908
Reclassification to Leasehold properties*	-	-	-	-	-	-	(1,082,114)	1,082,114	-
Currency realignment	-	-	(2,337)	-	-	-	(195,239)	(26,990)	(224,566)
At 31 December 2024	250,496	39,984	225,062	2,321,023	683,035	117,612	14,190,244	2,843,470	20,670,926
Additions	143,906	3,784	20,244	413,235	1,782,997	-	710,726	-	3,074,892
Write-off	(38,919)	(12,364)	(52,124)	(774,708)	(13,698)	-	-	-	(891,813)
Currency realignment	(7,887)	-	(978)	(54,206)	(96,411)	-	(1,274,971)	(247,797)	(1,682,250)
<b>At 31 December 2025</b>	<b>347,596</b>	<b>31,404</b>	<b>192,204</b>	<b>1,905,344</b>	<b>2,355,923</b>	<b>117,612</b>	<b>13,625,999</b>	<b>2,595,673</b>	<b>21,171,755</b>
<b>Accumulated depreciation</b>									
At 1 January 2024	215,100	39,984	202,974	1,967,402	605,086	117,612	-	92,395	3,240,553
Depreciation for the year (Note 28)	23,009	-	8,004	89,005	28,638	-	-	97,535	246,191
At 31 December 2024	238,109	39,984	210,978	2,056,407	633,724	117,612	-	189,930	3,486,744
Depreciation for the year (Note 28)	12,387	517	7,785	89,947	19,710	-	-	127,254	257,600
Write-off	(38,919)	(12,364)	(50,663)	(774,708)	(13,698)	-	-	-	(890,352)
Currency realignment	-	-	-	(11,863)	-	-	-	(19,622)	(31,485)
<b>At 31 December 2025</b>	<b>211,577</b>	<b>28,137</b>	<b>168,100</b>	<b>1,359,783</b>	<b>639,736</b>	<b>117,612</b>	<b>-</b>	<b>297,562</b>	<b>2,822,507</b>
<b>Net carrying amount</b>									
At 31 December 2025	136,019	3,267	24,104	545,561	1,716,187	-	13,625,999	2,298,111	18,349,248
At 31 December 2024	12,387	-	14,084	264,616	49,311	-	14,190,244	2,653,540	17,184,182

\* Transfer to leasehold properties

2 floors of a hotel property and 1 floor each of the other 2 hotel properties in Indonesia were completed and had commenced operations. Therefore, the related costs for the respective floors had been reclassified from construction-in-progress to leasehold properties. There were no changes in the number of hotel floors operated during the year.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 6A Property, plant and equipment (Cont'd)

The Company	Leasehold improvement \$	Office equipment \$	Computers and software \$	Furniture and fittings \$	Total \$
<b>Cost</b>					
At 1 January 2024	27,919	12,364	63,737	69,948	173,968
Additions	-	-	7,520	-	7,520
At 31 December 2024	27,919	12,364	71,257	69,948	181,488
Additions	-	3,784	2,388	3,630	9,802
Write-off	(27,919)	(12,364)	(31,257)	(59,035)	(130,575)
<b>At 31 December 2025</b>	-	3,784	42,388	14,543	60,715
<b>Accumulated depreciation</b>					
At 1 January 2024	27,919	12,364	60,352	69,948	170,583
Depreciation for the year	-	-	3,330	-	3,330
At 31 December 2024	27,919	12,364	63,682	69,948	173,913
Depreciation for the year	-	517	3,112	484	4,113
Write-off	(27,919)	(12,364)	(31,257)	(59,035)	(130,575)
<b>At 31 December 2025</b>	-	517	35,537	11,397	47,451
<b>Net carrying amount</b>					
<b>At 31 December 2025</b>	-	3,267	6,851	3,146	13,264
At 31 December 2024	-	-	7,575	-	7,575

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 6B Right-of-use asset

The Group and The Company	Use of Premise \$
<b>Cost</b>	
At 1 January 2024	–
Additions	77,499
At 31 December 2024	77,499
Derecognition	(77,499)
<b>At 31 December 2025</b>	–
<b>Accumulated depreciation</b>	
At 1 January 2024	–
Depreciation for the year (Note 28)	25,833
At 31 December 2024	25,833
Depreciation for the year (Note 28)	16,146
Derecognition	(41,979)
<b>At 31 December 2025</b>	–
<b>Net carrying amount</b>	
<b>At 31 December 2025</b>	–
At 31 December 2024	51,666

Right-of-use asset represented the lease of office space by the Company that commenced in May 2024 but has been derecognised upon early termination during the year.

Depreciation of plant and equipment and right-of-use asset is recognised in the “general and administrative expenses” in the consolidated statement of profit or loss and other comprehensive income.

## 7 Investment properties

The Group	2025 \$	2024 \$
At beginning of the year	321,240,000	344,470,000
Fair value gain/(loss) recognised in profit or loss, net (Note 28)	150,000	(440,000)
Transfer to assets held-for-sale (Note 17)	–	(7,500,000)
Disposal of investment properties	(3,700,000)	(15,290,000)
At end of the year	317,690,000	321,240,000
At valuation:		
Freehold properties	274,040,000	276,390,000
Leasehold properties	43,650,000	44,850,000
	317,690,000	321,240,000

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 7 Investment properties (Cont'd)

The following amounts are recognised in profit or loss:

The Group	2025 \$	2024 \$
Rental income arising from:		
- Residential or commercial investment properties (Note 4)	13,020,101	12,889,355
Direct operating expenses arising from rental generating properties	6,611,125	9,310,015

The Group has no restrictions on the realisation of its investment properties and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance or enhancements.

### Valuation of investment properties

Investment properties are stated at fair value, which has been determined based on valuations performed at the end of the reporting date. The valuations were performed by an independent certified valuer who has appropriate recognised and relevant professional qualification and with recent experience within the local market and in the location and category of the investment properties valued. The fair value is based on the market value, being the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller at an arm's length transaction. The investment properties are valued on a highest and best use basis. For all of the Group's investment properties, the current use is considered to be the highest and best use. Details of the valuation techniques and inputs are disclosed in Note 37(b).

### Investment properties pledged as security

Investment properties amounting to \$317,690,000 (2024 - \$321,240,000) are mortgaged to secure certain bank loans of the Group (Note 19).

The investment properties held by the Group as at 31 December 2025 and 2024 are as follows:

Description and location	Existing use	Total net lettable area (square foot)	Tenure	Unexpired lease term
2 units at No. 432 Balestier Road	Shops	2,583	Freehold	Freehold
96 units at No. 554 Havelock Road	Commercial	64,257	Leasehold	9 years and 3 months (2024: 10 years and 3 months)
10-storey development at 40A Orchard	Commercial	86,909	Freehold	Freehold
5 units at 57B Devonshire Road, The Suites @ Central	Residential	9,342	Freehold	Freehold
1 unit at 31 Tanglin Road, St. Regis Residences	Residential	2,486	999 years	968 years (2024: 969 years)
1 unit at 238 Orchard Boulevard, The Orchard Residences	Residential	2,852	99 years	79 years (2024: 80 years)

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 8 Investments in subsidiaries

The Company	2025 \$	2024 \$
Unquoted equity investments, at cost	142,058,299	142,058,299

Details of investments in subsidiaries held by the Company as at 31 December 2025 and 2024 are as below.

Name of subsidiaries	Country of incorporation/ principal place of business	Proportion of ownership interest		Principal activities
		2025 %	2024 %	
<b>Held by the Company</b>				
Luban Investments Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Property investment holding
Kovan Properties Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Investment holding
Pollux Alpha Investments Ltd. <sup>(1)</sup>	British Virgin Islands	100	100	Investment holding
Stirling Fort Capital Pte. Ltd (“SFCPL”) <sup>(3)</sup>	Singapore	100	100	Fund management
Emerald Investments (SG) Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Investment holding
Diamond Investments (SG) Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Investment holding
Sapphire Investments (SG) Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Investment holding
<b>Held through subsidiaries</b>				
Boulevard Residences Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Property development
Bvlgari Park Residences Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Property development
Giorgio Residences Pte. Ltd. <sup>(1)</sup>	Singapore	100	100*	Property development
Peninsula Park Residences Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Property investment holding
Tinifia Investment Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Property investment holding

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 8 Investments in subsidiaries (Cont'd)

Details of investments in subsidiaries held by the Company as at 31 December 2025 and 2024 are as below. (Cont'd)

Name of subsidiaries	Country of incorporation/ principal place of business	Proportion of ownership interest		Principal activities
		2025 %	2024 %	
<b>Held through subsidiaries (cont'd)</b>				
Richmond View Investment Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Property investment holding
Orchard Residence Investment Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	Property investment holding
Symbianta Worldwide Inc. <sup>(1)</sup>	British Virgin Islands	100	100	Property investment holding
Savers Investment Ltd <sup>(1)</sup>	British Virgin Islands	100	100	Property investment holding
Cherimoya Worldwide Corporation <sup>(1)</sup>	British Virgin Islands	100	100	Property investment holding
PT. Investasi Cemerlang Sukses <sup>(2)</sup>	Indonesia	100	100	Hotel operations
PT. Mitra Investasi Abadi <sup>(2)</sup>	Indonesia	100	100	Hotel operations
PT. Sumber Makmur Investasi <sup>(2)</sup>	Indonesia	100	100	Hotel operations

Notes:

(i) The respective auditors of the companies as listed as below:

(1) Audited by Foo Kon Tan LLP

(2) Audited by Foo Kon Tan LLP for the purpose of Group consolidation

(3) Audited by JC Allianz & Co

(ii) (\*) The entity was struck off on 7 August 2023 and reinstated to the local register on 4 July 2024.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 9 Investment in a joint venture

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Unquoted equity investments, at cost	1	1	1	1
Share of post-acquisition reserves	2,130,570	2,337,461	-	-
	<u>2,130,571</u>	<u>2,337,462</u>	<u>1</u>	<u>1</u>

The Group held 50% (2024 - 50%) interest in the ownership and voting rights in a joint venture, Pollux Botero Pte. Ltd<sup>(1)</sup>. The joint venture was incorporated in Singapore and holds 100% interest in an entity. The Group jointly controls the joint venture entity with other partner under a contractual agreement and requires unanimous consent for all major decisions over the relevant activities. The Group has recognised its interest in the joint venture using the equity method.

**Note:**

(1) Audited by Foo Kon Tan LLP

Summarised financial statement information in respect of Pollux Botero Pte. Ltd., in the consolidated financial statements is as follows:

	2025	2024
	\$	\$
<b>Summarised balance sheet</b>		
Completed development property held for sale	-	700,000
Trade and other receivables	320	5,140
Due from shareholders (non-trade)	4,489,291	4,615,233
Cash and cash equivalents	623,684	305,655
<b>Total assets</b>	<u>5,113,295</u>	<u>5,626,028</u>
Current financial liabilities, representing current liabilities	852,152	951,104
Non-current liabilities	-	-
<b>Total liabilities</b>	<u>852,152</u>	<u>951,104</u>

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 9 Investment in a joint venture (Cont'd)

Reconciliation of the summarised financial information presented to the carrying amount of the Group's interest in joint venture is as follows: -

	<b>Pollux Botero Pte. Ltd.</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Net assets attributable to investee's shareholders	4,261,143	4,674,924
Group's equity interest	50%	50%
Group's share of net assets	2,130,571	2,337,462
	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<b>Summarised statement of comprehensive income</b>		
Revenue	330,000	328,000
Cost of sales	(330,000)	(328,000)
Gross profit	-	-
Other operating income	-	7,257
Other operating losses	(370,000)	(402,000)
Operating expenses	(43,011)	(108,125)
Finance costs	(771)	(732)
Loss before tax	(413,782)	(503,600)
Income tax expense	-	-
Loss after tax	(413,782)	(503,600)
Total comprehensive loss	(413,782)	(503,600)
Proportion of the Group's ownership	50%	50%
<b>Attributable to the Group</b>	(206,891)	(251,800)
	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Group's interest in net assets of joint venture at beginning of the year	2,337,462	2,589,262
Group's share of loss for the year	(206,891)	(251,800)
Group's share of net assets at end of the year	2,130,571	2,337,462

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 10 Investment securities

The Group	2025 \$	2024 \$
<b>Current</b>		
Equity investments (mandatorily measured) at FVPL:		
- Quoted equity securities	327,758	329,285

Information about the Group's exposure to market price risks and fair value measurement are included in Note 36 and Note 37 respectively.

## 11 Trade receivables

The Group	2025 \$	2024 \$
Trade receivables	256,181	288,542
Less: Allowance for expected credit losses	(148,263)	(148,263)
	107,918	140,279

Trade receivables are generally on 7 - 30 days' (2024 - 7 - 30 days') terms. They are non-interest bearing and are recognised at their original invoice amounts which represent their fair values on initial recognition. Trade receivables are denominated in Singapore Dollars. The Group does not hold any collateral or other credit enhancements over its trade receivable balances. The balances of trade receivables are non-interest-bearing.

### Expected credit losses

Loss allowance for trade receivables is measured at an amount equal to lifetime ECL. The movement in allowance in respect of trade receivables during the year is as follows:

The Group	2025 \$	2024 \$
Balance at beginning of year	148,263	143,665
Impairment loss (Note 28)	-	4,598
Balance at end of year	148,263	148,263

Information about the Group's exposure to credit risks is disclosed in Note 36.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 12 Other receivables and deposits

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Deposits	49,524	52,242	350	12,650
Other receivables	169,629	795,465	1,750	4,775
GST receivables	1,649,972	1,814,718	-	7,300
	<u>1,869,125</u>	<u>2,662,425</u>	<u>2,100</u>	<u>24,725</u>

Information about the Group's and the Company's exposure to foreign currency risks and credit risks are disclosed in Note 36.

Other receivables and deposits (excluding GST receivables) are denominated in the following currencies:

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Singapore dollars	217,701	846,957	2,100	17,425
Indonesian Rupiah	1,452	750	-	-
	<u>219,153</u>	<u>847,707</u>	<u>2,100</u>	<u>17,425</u>

## 13 Prepaid operating expenses

The Group's prepaid operating expense were primarily made for procurement of property agent commission service which had been paid in advance in order to obtain lease contracts and lease renewal contracts. It would be expensed off over the respective lease periods upon lease commencement.

## 14 Due from subsidiaries

	2025	2024
The Company	\$	\$
Due from subsidiaries	72,551,677	69,897,426
Less: Allowance for impairment	(25,445,422)	(22,848,517)
	<u>47,106,255</u>	<u>47,048,909</u>

The amounts due from subsidiaries, representing intercompany loan advances, are non-trade in nature, unsecured, non-interest bearing, repayable on demand and to be settled in cash.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 14 Due from subsidiaries (Cont'd)

### Impairment in amounts due from subsidiaries

As at the reporting date, management carried out a review of the recoverability of the non-trade amounts extended to its subsidiaries to determine if the amount of impairment allowance at year end is adequate. For amounts due from subsidiaries which are repayable on demand, expected credit losses are based on the assumption that repayment of these amounts due from subsidiaries is demanded at the reporting date. In performing this assessment, management has considered the highly accessible liquid assets of these subsidiaries. Accordingly, management has made a net impairment loss of \$2,596,905 (2024 - net reversal of impairment loss of \$1,386,240) on the amounts due from the subsidiaries during the year.

<b>The Company</b>	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Balance at beginning of year	22,848,517	24,234,757
Provision for expected credit losses	4,851,775	163,384
Reversal of expected credit losses	(2,254,870)	(1,549,624)
Balance at end of year	<u>25,445,422</u>	<u>22,848,517</u>

Information about the Company's exposure to credit risks is disclosed in Note 36.

## 15 Due from/(to) related parties

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Due from related parties	-	195,443	-	-
Due to related parties	<u>(76,496)</u>	<u>(285,119)</u>	<u>(76,496)</u>	<u>(285,068)</u>

The amounts due from related parties, representing payment on behalf, are denominated in Singapore Dollars, non-trade in nature, unsecured, non-interest bearing, repayable on demand and are to be settled in cash. They are recognised at their original amounts which represent their fair values on initial recognition.

The amounts due to related parties, representing advances from related parties, are denominated in Singapore Dollars, non-trade in nature, unsecured, interest-free and repayable on demand and are to be settled in cash.

Information about the Group's and the Company's exposure to credit risks and liquidity risks are disclosed in Note 36.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 16 Cash and fixed deposits

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash and cash equivalents	8,731,987	7,185,495	3,728,141	3,998,761
Fixed deposits pledged	1,540,000	1,530,000	-	-
	<u>10,271,987</u>	<u>8,715,495</u>	<u>3,728,141</u>	<u>3,998,761</u>

Fixed deposits with maturities of within one year (2024 - within one year) are pledged to bank as collateral for banking facilities at the end of the financial year. The effective interest rate of the deposits was 1.73% (2024 - 2.16%) per annum.

Information about the Group's and Company's exposure to credit and foreign currency risks are disclosed in Note 36.

Total cash and bank balances are denominated in the following currencies:

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Singapore dollars	10,249,933	8,642,862	3,728,141	3,998,761
Indonesian Rupiah	22,054	72,633	-	-
	<u>10,271,987</u>	<u>8,715,495</u>	<u>3,728,141</u>	<u>3,998,761</u>

## 17 Assets held for sale

In the last financial year, the Group classified both disposal transactions as assets held for sale since they met the held-for-sale classification criteria in accordance with SFRS(I) 5 Non-current Assets Held for Sale and Discontinued Operations.

On 2 October 2024, the Group had publicly announced the decision of its Board of Directors to sell its property at 57B Devonshire Road #06-04 Singapore 239899, which was an investment property at a consideration of S\$3,300,000. Option to Purchase ("OTP") agreement was signed on 3 October 2024 and the sale was completed on 13 January 2025.

On 30 September 2024, the Group had publicly announced the decision of its Board of Directors to sell its property at 57B Devonshire Road #04-05 Singapore 239899, which was an investment property at a consideration of S\$4,200,000. OTP agreement was signed on 14 October 2024 and the sale was completed on 3 February 2025.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 17 Assets held for sale (Cont'd)

The assets were measured as follows:

	Carrying amount before classification as held for sale \$	Carrying amount as remeasured immediately before classification as held for sale \$
Investment properties	7,620,000	7,500,000

In the last financial year, the Group recognised a fair value loss of \$120,000 on the investment properties immediately before classifying the disposal as held-for-sale.

## 18 Share capital

The Group and The Company	2025 No. of ordinary shares	2024 No. of ordinary shares	2025 \$	2024 \$
<b>Issued and fully paid, with no par value</b>				
Balance at beginning and at end of year	2,759,468,325	2,759,468,325	140,099,994	140,099,994

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions. The ordinary shares have no par value.

### 18(a) Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 19 Loans and borrowings

The Group	Maturity	2025 \$	2024 \$
<b>Non-current</b>			
Long-term bank loans	2027-2038	114,679,422	118,311,685
<b>Current</b>			
Short-term bank loans	2026	10,770,000	12,861,600
Current portion of long-term bank loans	2026	4,251,084	8,681,343
		15,021,084	21,542,943
Total		129,700,506	139,854,628

- (a) The Group's loans are denominated in Singapore Dollars. During the financial year, the effective interest rates of the bank loans ranged from 1.88% to 5.08% (2024 - 3.54% to 6.56%) per annum.
- (b) There are no unsecured loans for the financial years ended 31 December 2025 and 2024. The Group's loans are generally secured by the following:
- (i) First legal mortgage over the related investment properties (Note 7);
  - (ii) Corporate guarantee by the Company; and
  - (iii) Legal assignment over all rights, titles, and interests in the related construction contracts, insurance policies, performance bond (if any), tenancy agreements, current and future rental income relating to the specified property pledged.

The bank loans include a financial covenant that the outstanding loan balance shall not exceed the range of stipulated percentage 55% to 80% (2024 - 55% to 80%) of the market value of the properties.

Further analysis of liquidity risks is set out in Note 36.

## 20 Loan from joint venture

The loan from joint venture is denominated in Singapore Dollars, unsecured, non-interest bearing, to be settled in cash and not be recalled in the next 12 months.

Further analysis of liquidity risks is set out in Note 36.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 21 Lease liabilities

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Undiscounted lease payments due:				
Year 1	-	40,800	-	40,800
Year 2	-	13,600	-	13,600
	-	54,400	-	54,400
Less: Future interest cost	-	(1,880)	-	(1,880)
Lease Liabilities	-	52,520	-	52,520
Presented as:				
- Non-current	-	13,460	-	13,460
- Current	-	39,060	-	39,060
	-	52,520	-	52,520

Interest expense on lease liabilities of \$961 (2024 - \$2,221) is recognised within "finance costs" in profit or loss. Total cashflows for all leases in the current financial year amounted to \$17,000 (2024 - \$27,200).

Further information about the Group's and the Company's exposure to liquidity risks is disclosed in Note 36.

## 22 Due to subsidiaries

The amounts due to subsidiaries, representing intercompany loan advances are denominated in Singapore Dollars, non-trade in nature, unsecured, non-interest bearing, repayable on demand and to be settled in cash.

Further analysis of liquidity risks is set out in Note 36.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 23 Trade and other payables

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Trade payables	2,141,503	1,945,527	3,196	28,222
Other payables	85,762	128,193	76,553	76,554
Payable for purchase of property, plant and equipment	413,784	790,669	–	–
Accrued directors' fees	54,000	51,337	54,000	51,337
Accrued operating expenses	551,581	549,914	192,374	176,267
Deposits received from customers	4,925,027	4,998,561	–	–
GST payable	216,326	213,324	104,404	–
Total other payables	6,246,480	6,731,998	427,331	304,158
Total trade and other payables	8,387,983	8,677,525	430,527	332,380

Trade payables are non-interest bearing and are normally settled on 60-day (2024 - 60 days) terms. Other payables are unsecured, non-interest bearing and repayable on demand.

### Payable for purchase of property, plant and equipment

This mainly pertains to acquisitions made for property, plant and equipment, as well as income taxes and stamp duty payable to government authorities upon acquisition of hotel properties in Indonesia.

	2025	2024
The Group	\$	\$
Balance at beginning of year	790,669	984,809
Additions for property, plant and equipment (Note 6A)	3,074,892	194,908
Payments made for property, plant and equipment	(3,451,777)	(389,048)
Balance at end of year	413,784	790,669

### Deposits received from customers

This pertains to security deposits from customers upon acceptance of letter of offer of lease agreements.

Trade and other payables (excluding GST payables) are denominated in the following currencies:

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Singapore dollars	7,434,326	7,638,529	326,123	332,380
Indonesian Rupiah	737,331	825,672	–	–
	8,171,657	8,464,201	326,123	332,380

Further analysis of currency and liquidity risks exposures are set out in Note 36.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 24 Rental received in advance

The Group generates rental income from the leasing of its residential or commercial properties. As per lease agreement, some customers are required to make upfront rental payments. The Group recognises the rental received as contract liabilities which is amortised over the lease term.

The Group	2025 \$	2024 \$
At 1 January	1,030,266	2,222,196
Rental received during the year	1,007,951	955,266
Less: Revenue recognised for rental received during the year	(1,697,930)	(2,147,196)
At 31 December	340,287	1,030,266

## 25 Interest income

The Group	2025 \$	2024 \$
Interest income from short term deposits	44,318	125,437

Interest income is recognised using the effective interest method.

## 26A Other income

The Group	2025 \$	2024 \$
Net fair value gain on investment properties (Note 7)	150,000	–
Penalty received on early termination of rental	–	442,061
Others	6,410	19,858
	156,410	461,919

## 26B Other expenses

The Group	2025 \$	2024 \$
Net fair value loss on investment properties (Note 7)	–	440,000

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 27 Finance costs

The Group	2025 \$	2024 \$
Interest expense from bank loans	3,911,890	6,562,800
Interest expense on lease liabilities	961	2,221
	3,912,851	6,565,021
Bank charges relating to sale of investment properties	37,595	89,167
Bank charges	9,779	19,045
	3,960,225	6,673,233

## 28 Profit before tax

The following items have been included in arriving at profit before tax:

The Group	Note	2025 \$	2024 \$
Audit fees to:			
- Auditors of the Group		170,000	190,000
Impairment loss on trade receivables	11	-	4,598
Depreciation of property, plant and equipment	6A	257,600	246,191
Depreciation of right-of-use asset	6B	16,146	25,833
Upkeep of building maintenance		777,910	874,938
Property tax payments		1,331,815	1,529,984
Employee benefits expense	34	776,617	795,687
Agent commission		126,667	519,703
Fair value (gain)/loss on investment properties, net	7	(150,000)	440,000
Fair value loss on unquoted equity securities		-	155,871
Fair value loss/(gain) on quoted equity securities		1,527	(5,283)
Loss on write-off of property, plant and equipment		1,461	-
Gain on derecognition of right-of-use assets and lease liabilities		(961)	-
Foreign exchange differences, net		1,100,415	228,950
Directors' fee		54,000	51,337
		1,100,415	2,288,950

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 29 Income tax

### **Major components of income tax expense**

The major components of income tax expense recognised in profit or loss for the financial years ended 31 December 2025 and 2024 are:

The Group	2025 \$	2024 \$
<b>Current tax expense</b>		
- Current income taxation	912,672	167,026
- Under provision in respect of prior years	837,321	355,093
Income tax expense recognised in profit or loss	1,749,993	522,119

### **Reconciliation of effective tax rate**

The Group	2025 \$	2024 \$
Profit before taxation	3,568,052	919,449
Share of losses of joint venture	206,891	251,800
Profit before taxation excluding share of results of joint venture	3,774,943	1,171,249
Tax at statutory rate of 17% (2024 - 17%)	641,740	199,112
Effect of different tax rate in Indonesia at 21% (2024 - 21%)	(34,368)	(15,791)
Tax effect on non-deductible expenses	578,154	320,220
Tax effect on non-taxable income	(222,700)	(294,998)
Effect of partial tax exemption and tax relief	(55,400)	(41,517)
Under provision of current income tax in respect of prior years	837,321	355,093
Others	5,246	-
	1,749,993	522,119

As at 31 December 2025, certain subsidiaries of the Group have tax losses of approximately \$1,359,864 (2024 - \$1,359,864) that are available for offset against future taxable profits of the companies in which the losses arose, net of amounts transferred under the group relief transfer system, for which no deferred tax assets is recognised because it is not probable that future taxable profits will be available against which the Group can utilise the tax losses. The use of the tax losses is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the country in which the companies operate. The tax loss has no expiry date in Singapore, whereas in Indonesia, tax loss can only be carried forward for a maximum period of 5 years.

Expenses not deductible for tax purposes relate mainly to fair value loss on investment property, restriction of interest expenses and other disallowed expenses incurred in the ordinary course of business.

Income not subject to tax relate mainly to fair value gain on investment properties.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 29 Income tax (Cont'd)

### Major components of income tax expense (Cont'd)

Deferred tax liabilities as at 31 December 2025 and 2024 relates to the following:

The Group	2025 \$	2024 \$
Difference in depreciation for tax purposes	(8,336)	(8,336)

## 30 Earnings per share

Basic earnings per share are calculated by dividing earnings attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

Diluted earnings per share are calculated by dividing earnings for the financial year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year plus the weighted average number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares into ordinary shares.

The basic and diluted earnings per share are calculated by dividing the profit for the year attributable to owners of the Company by the weighted average number of ordinary shares since there were no dilutive potential ordinary shares in existence for the years ended 31 December 2025 and 2024.

The following table reflects weighted average number of ordinary shares used in the computation of basic and diluted earnings per share for the financial years ended 31 December 2025 and 2024.

The Group	2025 \$	2024 \$
Profit attributable to ordinary shareholders of the Company	1,818,059	397,330
<u>Weighted average number of shares</u>		
The Group	2025	2024
	No. of shares	
Weighted average number of ordinary shares for the purpose of		
- Basic earnings per share	2,759,468,325	2,759,468,325
- Diluted earnings per share	2,759,468,325	2,759,468,325

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 31 Related party transactions

### (i) Compensation of key management personnel

Key management personnel of the Group are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group. The directors are considered as key management personnel of the Group.

The key management personnel compensation comprises:

The Group	2025 \$	2024 \$
Short-term employee benefits	438,000	594,299
Contributions to Central Provident Fund	-	18,264
Other short-term benefits	-	-
Total compensation paid to key management personnel	438,000	612,563
Comprised amounts paid to:		
Directors of the Company	438,000	435,337
Other key management personnel	-	177,226
	438,000	612,563

### (ii) Due from/(to) related parties

	The Group		The Company	
	2025 \$	2024 \$	2025 \$	2024 \$
Due from related parties <sup>(a)</sup>	-	195,443	-	-
Due to related parties <sup>(b)</sup>	(76,496)	(285,119)	(76,496)	(285,068)

<sup>(a)</sup> In the last financial year, amount of \$15 is due from a director, and the remaining amount of \$195,428 is due from entities in which one of the directors has control over the Company and is also a key management personnel of the entities.

<sup>(b)</sup> This relates to balances owing to an entity in which one of the directors has control over the Company and is also a key management personnel of the entity.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 32 Commitments

### *Operating lease commitments - as lessor*

The Group has entered into various operating lease agreements for its investment properties. These non-cancellable leases have remaining lease terms of between 1 to 8 years (2024: 1 to 4 years).

Rental income from investment properties is disclosed in Note 4.

The future minimum rental receivables under non-cancellable operating leases as at 31 December 2025 and 2024 are as follows:

The Group	2025 \$	2024 \$
Less than one year	13,131,047	13,677,107
Later than 1 year but not later than 5 years	23,781,768	28,147,775
After 5 years	3,693,062	–
	40,605,877	41,824,882

## 33 Contingencies

### (A) Guarantees

As at 31 December 2025, corporate guarantees issued to banks by the Company in respect of banking facilities extended to subsidiaries amounted to \$188,472,858 (2024 - \$188,472,858) of which the amounts utilised by the subsidiaries was \$129,700,506 (2024 - \$139,854,628).

At the reporting date, the Company does not consider it probable that a claim will be made against the Company under the intra-group financial guarantees. The fair values of these corporate guarantees is estimated to be insignificant as the borrowings are fully collateralised by the related mortgaged properties and the subsidiaries have the ability to generate sufficient cash flows from their operations to repay the borrowings.

### (B) Contingent liabilities

In August 2024, a claim was lodged against a 50%-owned joint venture ("JV") company of the Group claiming that the property delivered did not match the usability and possession as stated per Sales & Purchase agreement ("SPA"). The claimant was seeking for financial compensation amounting to S\$816,500 for loss of usable space, stamp duty and property tax refunds. The JV entity refuted the claimant's allegations and demanded for compensation on the basis that the claimant was fully aware of the property's layout before purchase and that the SPA explicitly mentioned all restrictions. Management is of the view that it is not probable that a significant liability will arise.

In August 2024, a claim was lodged against a wholly-owned subsidiary of the Group, claiming numerous defects in the development's common property, indicating poor workmanship and lack of reasonable care. To date, the claimant and the Group's subsidiary have addressed the dispute through a settlement agreement, and the claim has been withdrawn. The Group's subsidiary is exposed to a maximum liability of S\$64,983 to be paid to the claimant for rectification works and drainage works.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 34 Employee benefits

Employee benefits expense (including directors and key management personnel):

The Group	2025 \$	2024 \$
Salaries and bonuses	719,550	745,587
Contributions to Central Provident Fund	57,067	50,100
	776,617	795,687

The above includes directors' and key management's remuneration shown in Note 31(i).

## 35 Segment information

For management purposes, the Group is organised into business units based on their products and services and has five reportable segments as follows:

- (a) The Property Development segment is involved in acquisition and development of properties for sale;
- (b) The Property Investment segment is involved in renting of properties;
- (c) The Corporate segment is involved in Group-level corporate services and investment;
- (d) The Fund Management segment is involved in providing management and advisory services; and
- (e) The Hotel Operations segment is involved in the operation of hotels and provision of food and beverage services

Management monitors the operating results of its business units separately for the purpose of making decisions on resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which in certain aspects, as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 35 Segment information (Cont'd)

	Property investment		Property development		Corporate		Fund management		Hotel operations		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
<b>Revenue:</b>												
External customers	13,020,101	12,889,355	-	-	-	-	-	-	535,722	492,287	13,555,823	13,381,642
Inter-segment	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	13,020,101	12,889,355	-	-	-	-	-	-	535,722	492,287	13,555,823	13,381,642
<b>Results:</b>												
Interest income	44,016	125,284	-	-	-	-	-	-	302	153	44,318	125,437
Other income	152,811	445,173	-	-	3,599	16,746	-	-	-	-	156,410	461,919
Depreciation of property, plant and equipment and right-of-use assets	37,225	56,438	-	-	20,259	29,163	-	-	216,262	186,423	273,746	272,024
Interest expense on bank loans	3,911,890	6,562,800	-	-	-	-	-	-	-	-	3,911,890	6,562,800
Interest expense on lease liabilities	-	-	-	-	961	2,221	-	-	-	-	961	2,221
Share of results of joint venture	-	-	206,891	251,800	-	-	-	-	-	-	206,891	251,800
Income tax expense	1,749,993	522,119	-	-	-	-	-	-	-	-	1,749,993	522,119
Segment profit/(loss) after tax	4,362,870	2,329,542	(215,304)	(263,148)	(1,201,202)	(1,411,653)	(17,615)	(65)	(1,110,690)	(257,346)	1,818,059	397,330
<b>Assets</b>												
Assets held for sale	-	7,500,000	-	-	-	-	-	-	-	-	-	7,500,000
Investment in a joint venture	-	-	2,130,571	2,337,462	-	-	-	-	-	-	2,130,571	2,337,462
Segment assets	325,384,561	327,739,826	-	-	3,764,532	4,099,728	345,565	221,574	19,973,445	19,001,314	349,468,103	351,062,442
Total assets	325,384,561	335,239,826	2,130,571	2,337,462	3,764,532	4,099,728	345,565	221,574	19,973,445	19,001,314	351,598,674	360,899,904
<b>Liabilities</b>												
Provision for taxation	902,206	437,202	-	-	-	-	-	-	-	-	902,206	437,202
Deferred tax liabilities	8,336	8,336	-	-	-	-	-	-	-	-	8,336	8,336
Segment liabilities	135,755,282	146,885,274	1,521,236	1,519,144	2,630,423	2,919,310	4,400	-	737,331	825,672	140,628,672	152,149,400
Total liabilities	136,645,824	147,330,812	1,521,236	1,519,144	2,630,423	2,919,310	4,400	-	737,331	825,672	141,539,214	152,594,938

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 35 Segment information (Cont'd)

	Property investment		Property development		Corporate		Fund management		Hotel operations		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
<b>Other segment information</b>												
Impairment loss on trade receivables recognised in the statement of profit or loss and other comprehensive income	-	4,598	-	-	-	-	-	-	-	-	-	4,598
Fair value (gain)/loss of investment properties, net	(150,000)	440,000	-	-	-	-	-	-	-	-	(150,000)	440,000
Fair value loss/(gain) on quoted equity securities	-	-	-	-	1,527	(5,283)	-	-	-	-	1,527	(5,283)
Fair value loss on unquoted equity securities	-	-	-	-	-	155,871	-	-	-	-	-	155,871
Loss on write-off of property, plant and equipment	1,461	-	-	-	-	-	-	-	-	-	1,461	-
Gain on derecognition of right-of-use assets and lease liabilities	-	-	-	-	(961)	-	-	-	-	-	(961)	-
Additions to property, plant and equipment	6,497	-	-	-	9,802	7,520	-	-	3,058,593	187,388	3,074,892	194,908

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 35 Segment information (Cont'd)

### Geographical information

Revenue from external customers and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue from external customers		Non-current assets	
	2025	2024	2025	2024
	\$	\$	\$	\$
Singapore	13,020,101	12,889,355	319,869,852	323,704,910
Indonesia	535,722	492,287	18,299,967	17,108,400
	<u>13,555,823</u>	<u>13,381,642</u>	<u>338,169,819</u>	<u>340,813,310</u>

Non-current assets information presented above consist of property, plant and equipment, right-of-use asset, investment properties and investment in a joint venture presented in the consolidated balance sheet.

### Information about major customers

Customers who individually account for 10% or more of the Group's revenue is detailed below:

	2025	2024
	\$	\$
<b>The Group</b>		
Customer A	4,560,000	4,560,000
Customer B	1,669,902	1,486,817
Customer C	– <sup>(1)</sup>	1,313,369
Customer D	1,441,502	– <sup>(1)</sup>
Customer E	1,331,807	– <sup>(1)</sup>
	<u>9,003,211</u>	<u>7,360,186</u>

<sup>(1)</sup> Less than 10% of the Group's revenue

These revenues were derived from the property investment segment for the financial years ended 31 December 2025 and 2024.

## 36 Financial risk management

The Group and the Company are exposed to a variety of financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, interest rate risk, foreign currency risk, market price risk and liquidity risk.

The Board of Directors reviews and agrees policies and procedures for the management of these risks, which are executed by the Chief Executive Officer. It is and has been throughout the current and previous financial year, the Group's policy that no trading in derivatives for speculative purposes shall be undertaken.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk. The following sections provide details regarding the Group's and Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks:

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (a) Credit risk

Credit risk refers to the risk that counterparties may default on their contractual obligations resulting in financial loss to the Group.

The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and short-term deposits), the Group and the Company minimise credit risk by dealing with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis to help ensure that the Group's exposure to bad debts is not significant.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. The Group has determined the default event on a financial asset to be when the counterparty fails to make contractual payments, within 90 days when they fall due, which are derived based on the Group's historical information.

To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forwarding-looking information which includes the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor
- Significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements
- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the group and changes in the operating results of the debtor

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 90 days past due in making contractual payment. The Group determined that its financial assets are credit-impaired when:

- There is significant difficulty of the issuer or the debtor
- A breach of contract, such as a default or past due event
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- There is a disappearance of an active market for that financial asset because of financial difficulty

The Group categorises a loan or receivable for potential write-off when a debtor fails to make contractual payments more than 90 days past due. Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where loans and receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (a) Credit risk (Cont'd)

#### Trade receivables at amortised cost

The Group uses a provision matrix to measure the lifetime expected credit loss allowance for trade receivables. In measuring the expected credit losses, trade receivables are grouped based on days past due. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of receivables and adjusts to reflect current and forward-looking macroeconomic data. The lifetime expected credit loss of trade receivables is disclosed in Note 11.

#### Other receivables

The Group assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that these receivables have low credit risk as they are not due for payment and there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Group measured the impairment loss allowance using 12-month ECL and determined the ECL is insignificant.

#### Intercompany receivables

The Company provides for ECLs based on the highly accessible liquid assets of the subsidiaries if demanded for repayment at the reporting date. There is no significant increase in credit risk for the non-trade amounts due from subsidiaries other than those disclosed with expected credit loss exposures. The expected credit loss of intercompany receivables are disclosed in Note 14.

#### Cash and cash equivalents

The Group and the Company held cash and cash equivalents with bank and financial institution counterparties with high credit-ratings assigned by international credit-rating agencies. Impairment on cash and cash equivalents are measured based on the 12-month expected loss basis and reflects the short maturities of the exposures. The Group and the Company consider cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents is negligible.

#### Exposure to credit risk

At the balance sheet date, the Group's and the Company's maximum exposure to credit risk is represented by:

- the carrying amounts of each class of financial assets recognised in the statement of financial position, and
- a nominal amount of \$188,472,858 (2024 - \$188,472,858) relating to corporate guarantees provided by the Company for its subsidiaries (Note 33)

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (a) Credit risk (Cont'd)

#### Exposure to credit risk (Cont'd)

The tables below detail the credit quality of the Group's and the Company's financial assets, as well as maximum exposure to credit risk without taking into account of any collateral held or other credit enhancements:

<b>The Group</b>	<b>12-month ECL Not credit impaired \$</b>	<b>Lifetime Expected Credit loss Not credit impaired \$</b>	<b>Lifetime Expected Credit loss Credit impaired \$</b>	<b>Total \$</b>
Trade receivables				
- neither past due nor impaired	-	107,918	-	107,918
- past due but not impaired	-	-	-	-
- past due and impaired	-	-	148,263	148,263
Other receivables and deposits*				
- neither past due nor impaired	219,153	-	-	219,153
- past due but not impaired	-	-	-	-
- past due and impaired	-	-	-	-
Due from related parties				
- neither past due nor impaired	-	-	-	-
- past due but not impaired	-	-	-	-
- past due and impaired	-	-	-	-
Gross amount	219,153	107,918	148,263	475,334
Loss allowances	-	-	(148,263)	(148,263)
<b>At 31 December 2025</b>	<b>219,153</b>	<b>107,918</b>	<b>-</b>	<b>327,071</b>
Trade receivables				
- neither past due nor impaired	-	140,279	-	140,279
- past due but not impaired	-	-	-	-
- past due and impaired	-	-	148,263	148,263
Other receivables and deposits*				
- neither past due nor impaired	847,707	-	-	847,707
- past due but not impaired	-	-	-	-
- past due and impaired	-	-	-	-
Due from related parties				
- neither past due nor impaired	195,443	-	-	195,443
- past due but not impaired	-	-	-	-
- past due and impaired	-	-	-	-
Gross amount	1,043,150	140,279	148,263	1,331,692
Loss allowances	-	-	(148,263)	(148,263)
<b>At 31 December 2024</b>	<b>1,043,150</b>	<b>140,279</b>	<b>-</b>	<b>1,183,429</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (a) Credit risk (Cont'd)

#### Exposure to credit risk (Cont'd)

The tables below detail the credit quality of the Group's and the Company's financial assets, as well as maximum exposure to credit risk without taking into account of any collateral held or other credit enhancements: (Cont'd)

The Company	12-month or lifetime ECL	Gross carrying amount \$	Loss allowance \$	Net carrying amount \$
<b>At 31 December 2025</b>				
Other receivables and deposits*	12-month ECL	2,100	–	2,100
Amounts due from subsidiaries (non-trade)	12-month ECL	72,551,677	(25,445,422)	47,106,255
		72,553,777	(25,445,422)	47,108,355
<b>At 31 December 2024</b>				
Other receivables and deposits*	12-month ECL	17,425	–	17,425
Amounts due from subsidiaries (non-trade)	12-month ECL	69,897,426	(22,848,517)	47,048,909
		69,914,851	(22,848,517)	47,066,334

\* exclude GST receivables

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (a) Credit risk (Cont'd)

#### Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables, other receivables and due from related parties on an on-going basis. The credit risk concentration profile of the Group's and the Company's trade and other receivables and due from subsidiaries at the balance sheet date is as follows:

The Group	2025		2024	
	\$	% of total	\$	% of total
<b>Trade receivables</b>				
<b>By Country:</b>				
Singapore	107,918	100	140,279	100
<b>By Industry:</b>				
Property investment	19,163	18	51,524	37
Fund management	88,755	82	88,755	63
	107,918	100	140,279	100
<b>Other receivables (excluding GST receivables)</b>				
<b>By Country:</b>				
Singapore	217,701	99	846,957	100
Indonesia	1,452	1	750	*
	219,153	100	847,707	100
<b>By Industry:</b>				
Property investment	73,979	34	846,957	100
Fund management	143,722	65	-	-
Hotel operations	1,452	1	750	*
	219,153	100	847,707	100
<b>Due from related parties</b>				
<b>By Country:</b>				
Singapore	-	-	195,443	100
<b>By Industry:</b>				
Fund management	-	-	195,428	100
Property investment	-	-	15	*
	-	-	195,443	100

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (a) Credit risk (Cont'd)

#### Credit risk concentration profile (Cont'd)

The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables, other receivables and due from related parties on an on-going basis. The credit risk concentration profile of the Group's and the Company's trade and other receivables and due from subsidiaries at the balance sheet date is as follows: (Cont'd)

The Company	2025		2024	
	\$	% of total	\$	% of total
<b>Other receivables (excluding GST receivables)</b>				
By Country:				
Singapore	2,100	100	17,425	100
By Industry:				
Corporate	2,100	100	17,425	100
<b>Due from subsidiaries</b>				
By Country:				
Singapore	29,668,625	63	29,882,059	64
Indonesia	17,437,630	37	17,166,850	36
	47,106,255	100	47,048,909	100
By Industry:				
Corporate	47,106,255	100	47,048,909	100

\* Less than 1%

### (b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates.

The Group's exposure to interest rate risk arises primarily from loans and borrowings.

The Group obtains financing through loans from financial institutions. The Group's policy is to obtain the most competitive market interest rates in the prevailing market.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (b) Interest rate risk (Cont'd)

#### Sensitivity analysis for interest rate risk

A change of 50 basis points (bp) in interest rates on variable rate bank loans at the reporting date would have increased/(decreased) profit before tax and equity by the amounts shown below.

The magnitude represents management's assessment of the likely movement in interest rates under normal economic conditions. This analysis has not taken into account the associated tax effects and assumes that all other variables, in particular foreign currency rates, remain constant.

	Profit before tax increase/(decrease)		Equity increase/(decrease)	
	50 bp decrease	50 bp increase	50 bp decrease	50 bp increase
	\$	\$	\$	\$
<b>The Group</b>				
<b>At 31 December 2025</b>				
Variable rate bank loans	648,503	(648,503)	648,503	(648,503)
<b>At 31 December 2024</b>				
Variable rate bank loans	699,273	(699,273)	699,273	(699,273)

### (c) Foreign currency risk

Foreign currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises when transactions are denominated in foreign currencies.

The Group has currency exposures arising from transactions and liabilities that are denominated in a currency other than functional currencies of respective Group entities. The currency in which these transactions primarily are denominated in is the Singapore dollar for entities with functional currency denominated in Indonesian Rupiah (IDR).

At present, the Group does not have any formal policy for hedging against currency risk. The Group ensures that the net exposure is kept to an acceptable level by buying or selling foreign currencies at spot rates, when necessary.

The respective Group's entities' exposures to currency risks are as follows:

	2025	2024
	\$	\$
<b>The Group</b>		
<b>Financial Liabilities</b>		
Singapore dollar	17,437,630	17,166,850
<b>Net currency exposure on financial liabilities</b>	<b>17,437,630</b>	<b>17,166,850</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (c) Foreign currency risk (Cont'd)

#### Sensitivity analysis for foreign currency risk

A 10% strengthening/weakening (2024: 1%) of the above currency against the functional currency of the respective Group entities at the reporting date would have increased/(decreased) equity and profit before tax by the amounts shown below. This analysis is based on foreign currency exchange rate variances that the Group considered to be reasonably possible at the end of the reporting period. This analysis has not taken into account the associated tax effects and assumes that all other variables, in particular interest rates, remain constant.

	31 December 2025		31 December 2024	
	Profit before tax	Equity	Profit before tax	Equity
The Group	\$	\$	\$	\$
SGD				
- Strengthened 10% against IDR	(1,743,763)	(1,743,763)	(171,669)	(171,669)
- Weakened 10% against IDR	1,743,763	1,743,763	171,669	171,669

There is no sensitivity analysis disclosed for the Company as the foreign currency risk exposure is not material.

### (d) Market price risk

Price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest and exchange rates). The Group is not exposed to significant equity price risk as its investment in quoted equity securities is immaterial.

### (e) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group and the Company monitor and maintain a level of cash and bank balances deemed adequate by the management to finance the Group's and Company's operations and mitigate the effect of fluctuations in cash flows.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (e) Liquidity risk (Cont'd)

#### Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's financial liabilities at the balance sheet date based on contractual undiscounted repayment obligations:

	Carrying amount	Contractual undiscounted cash flows			
		Total	Less than 1 year	Between 2 and 5 years	Over 5 years
The Group	\$	\$	\$	\$	\$
<b>31 December 2025</b>					
<b>Financial liabilities:</b>					
Trade payables	2,141,503	2,141,503	2,141,503	-	-
Other payables and accruals*	6,030,154	6,030,154	6,030,154	-	-
Loans and borrowings	129,700,506	138,565,724	17,863,140	113,106,885	7,595,699
Due to related parties	76,496	76,496	76,496	-	-
Loan from joint venture	2,123,400	2,123,400	-	2,123,400	-
Total undiscounted financial liabilities	<u>140,072,059</u>	<u>148,937,277</u>	<u>26,111,293</u>	<u>115,230,285</u>	<u>7,595,699</u>
<b>31 December 2024</b>					
<b>Financial liabilities:</b>					
Trade payables	1,945,527	1,945,527	1,945,527	-	-
Other payables and accruals*	6,518,674	6,518,674	6,518,674	-	-
Loans and borrowings	139,854,628	162,651,110	27,310,800	124,393,999	10,946,311
Lease liabilities	52,520	54,400	40,800	13,600	-
Due to related parties	285,119	285,119	285,119	-	-
Loan from joint venture	2,249,342	2,249,342	-	2,249,342	-
Total undiscounted financial liabilities	<u>150,905,810</u>	<u>173,704,172</u>	<u>36,100,920</u>	<u>126,656,941</u>	<u>10,946,311</u>

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (e) Liquidity risk (Cont'd)

#### Analysis of financial instruments by remaining contractual maturities (Cont'd)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities at the balance sheet date based on contractual undiscounted repayment obligations: (Cont'd)

	Carrying amount	Contractual undiscounted cash flows			
		Total	Less than 1 year	Between 2 and 5 years	Over 5 years
The Company	\$	\$	\$	\$	\$
<b>31 December 2025</b>					
<b>Financial liabilities:</b>					
Trade payables	3,196	3,196	3,196	-	-
Other payables and accruals*	322,927	322,927	322,927	-	-
Due to subsidiaries	86,104,842	86,104,842	86,104,842	-	-
Due to related parties	76,496	76,496	76,496	-	-
Loan from joint venture	2,123,400	2,123,400	-	2,123,400	-
Total undiscounted financial liabilities	<u>88,630,861</u>	<u>88,630,861</u>	<u>86,507,461</u>	<u>2,123,400</u>	<u>-</u>
<b>31 December 2024</b>					
<b>Financial liabilities:</b>					
Trade payables	28,222	28,222	28,222	-	-
Other payables and accruals*	304,158	304,158	304,158	-	-
Due to subsidiaries	83,499,701	83,499,701	83,499,701	-	-
Lease liabilities	52,520	54,400	40,800	13,600	-
Due to related parties	285,068	285,068	285,068	-	-
Loan from joint venture	2,249,342	2,249,342	-	2,249,342	-
Total undiscounted financial liabilities	<u>86,419,011</u>	<u>86,420,891</u>	<u>84,157,949</u>	<u>2,262,942</u>	<u>-</u>

\* exclude GST payables

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 36 Financial risk management (Cont'd)

### (e) Liquidity risk (Cont'd)

#### Analysis of financial instruments by remaining contractual maturities (Cont'd)

The table below shows the contractual expiry by maturity of the Company's contingent liabilities and commitments. The maximum amount of the financial guarantee contracts are allocated to the earliest period in which the guarantee could be called.

	Less than 1 year \$	Between 2 and 5 years \$	Over 5 years \$	Total \$
<b>The Company</b>				
<b>31 December 2025</b>				
Financial guarantees:				
- Banking facilities	15,021,084	107,556,812	7,122,610	129,700,506
<b>31 December 2024</b>				
Financial guarantees:				
- Banking facilities	21,542,943	108,756,662	9,555,023	139,854,628

## 37 Fair value measurement

#### Definition of fair value

SFRS(I)s define fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

#### Fair value hierarchy

The Group categorises fair value measurement using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 : quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 : inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 37 Fair value measurement (Cont'd)

### (a) Fair values of financial instruments

The following table shows the Levels within the hierarchy of financial assets measured at fair value on a recurring basis:

<b>The Group</b>	<b>Note</b>	<b>Level 1</b> <b>\$</b>	<b>Level 2</b> <b>\$</b>	<b>Level 3</b> <b>\$</b>	<b>Total</b> <b>\$</b>
<b>31 December 2025</b>					
<b>Financial assets measured at fair value through profit or loss</b>					
- Quoted equity securities	10	327,758	-	-	327,758
		<u>327,758</u>	<u>-</u>	<u>-</u>	<u>327,758</u>
<b>31 December 2024</b>					
<b>Financial assets measured at fair value through profit or loss</b>					
- Quoted equity securities	10	329,285	-	-	329,285
		<u>329,285</u>	<u>-</u>	<u>-</u>	<u>329,285</u>

#### Level 1 fair value measurements

The fair value of quoted equity securities is determined directly by reference to their published market price at the balance sheet date.

There were no transfers between Level 1, Level 2 and Level 3 in 2025 and 2024.

### (b) Fair values of non-financial assets

The following table shows the Levels within the hierarchy of non-financial assets measured at fair value on a recurring basis:

<b>The Group</b>	<b>Note</b>	<b>Level 1</b> <b>\$</b>	<b>Level 2</b> <b>\$</b>	<b>Level 3</b> <b>\$</b>	<b>Total</b> <b>\$</b>
<b>31 December 2025</b>					
Investment properties	7	-	39,110,000	278,580,000	317,690,000
		<u>-</u>	<u>39,110,000</u>	<u>278,580,000</u>	<u>317,690,000</u>
<b>31 December 2024</b>					
Investment properties	7	-	42,770,000	278,470,000	321,240,000
		<u>-</u>	<u>42,770,000</u>	<u>278,470,000</u>	<u>321,240,000</u>

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 37 Fair value measurement (Cont'd)

### (b) Fair values of non-financial assets (Cont'd)

#### Level 2 fair value measurements

Information about significant inputs applied for non-financial assets in Level 2 fair value measurements is as below.

Description	Fair value at		Valuation techniques	Significant inputs
	2025	2024		
	\$	\$		
Investment properties	39,110,000	42,770,000	Comparable Sales approach	Adjusted price per square foot

#### Level 3 fair value measurements

Information about significant unobservable inputs applied for non-financial assets in Level 3 fair value measurements is as below.

Description	Fair value at		Valuation techniques	Unobservable inputs	Range	Inter-relationship between significant unobservable inputs and fair value measurement
	2025	2024				
	\$	\$				
Investment properties	245,600,000	244,500,000	Comparable Sales approach  and/or Discounted Cash Flow approach basis	Adjusted price per square foot	\$2,377 - \$3,133 (2024 - \$2,794 - \$2,955)	Adjusted price per square foot was higher/(lower)
				Discount rate	6.5% (2024 - 6.5%)	Discount rate was lower/(higher)
			Terminal capitalisation rate	3.0% (2024 - 3.0%)	Terminal capitalisation rate was lower/(higher)	
	27,100,000	28,300,000	Discounted Cash Flow approach basis	Discount rate	8.0% (2024 - 8.0%)	Discount rate was lower/(higher)
	5,880,000	5,670,000	Comparable Sales approach	Adjusted price per square foot	\$1,976 - \$2,728 (2024 - \$1,777 - \$2,737)	Adjusted price per square foot was higher/(lower)
	<u>278,580,000</u>	<u>278,470,000</u>				

There were no transfers between Level 1, Level 2 and Level 3 in 2025 and 2024.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 37 Fair value measurement (Cont'd)

### (b) Fair values of non-financial assets (Cont'd)

The following table presents the changes in Level 3 items in 2025 and 2024 for recurring fair value measurements:

<b>The Group</b>	<b>2025</b> \$	<b>2024</b> \$
<u>Investment properties</u>		
Balance at beginning of year	278,470,000	278,550,000
Net amounts recognised in profit or loss:		
- Gains recognised in "other income"	110,000	-
- Losses recognised in "other expenses"	-	(80,000)
Balance at end of year	278,580,000	278,470,000

### (c) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

Management has determined that the carrying amounts of trade receivables, other receivables and deposits, due from/(to) subsidiaries, due from/(to) related parties, cash and cash equivalents, fixed deposit pledged, trade payables, other payables and accruals and short-term loans and borrowings are reasonable approximation of their fair values as they are either repayable on demand or short-term in nature. The carrying value of non-current loans and borrowings is an approximation to their fair values since these are floating rate instruments that are re-priced to market interest rates on or near the balance sheet date.

The fair value of loan from joint venture is estimated by discounting future cash flows using rates currently available for debt on similar terms, risk and remaining maturities. As at the end of the reporting period, the carrying amounts of such items are not materially different from their calculated fair values. The fair value disclosure of lease liabilities is not required.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 37 Fair value measurement (Cont'd)

### (d) Classification of financial instruments

	The Group		The Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
<b>Financial assets carried at amortised cost</b>				
Trade receivables	107,918	140,279	-	-
Other receivables and deposits*	219,153	847,707	2,100	17,425
Due from subsidiaries	-	-	47,106,255	47,048,909
Due from related parties	-	195,443	-	-
Fixed deposits pledged	1,540,000	1,530,000	-	-
Cash and cash equivalents	8,731,987	7,185,495	3,728,141	3,998,761
	<u>10,599,058</u>	<u>9,898,924</u>	<u>50,836,496</u>	<u>51,065,095</u>
<b>Financial asset at fair value through profit or loss</b>				
Investment securities				
- Quoted	<u>327,758</u>	<u>329,285</u>	<u>-</u>	<u>-</u>
<b>Financial liabilities carried at amortised cost</b>				
Trade payables	2,141,503	1,945,527	3,196	28,222
Other payables and accruals**	6,030,154	6,518,674	322,927	304,158
Loans and borrowings	129,700,506	139,854,628	-	-
Lease liabilities	-	52,520	-	52,520
Loan from joint venture	2,123,400	2,249,342	2,123,400	2,249,342
Due to subsidiaries	-	-	86,104,842	83,499,701
Due to related parties	76,496	285,119	76,496	285,068
	<u>140,072,059</u>	<u>150,905,810</u>	<u>88,630,861</u>	<u>86,419,011</u>

\* exclude GST receivables

\*\* exclude GST payables

## 38 Capital management

The Group's and the Company's objectives when managing capital are:

- To safeguard the Group's and the Company's ability to continue as a going concern;
- To support the Group's and the Company's stability and growth; and
- To provide capital for the purpose of strengthening the Group's and the Company's risk management capability.
- To provide an adequate return to shareholder.

# Notes to the Financial Statements

For the financial year ended 31 December 2025

## 38 Capital management (Cont'd)

The Group and the Company actively and regularly review and manage its capital structure to ensure optimal capital structure and shareholder returns, taking into consideration the future capital requirements of the Group and the Company and capital efficiency, prevailing and projected profitability, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities. The Group and the Company currently had adopted a formal dividend policy.

Management monitors capital using net gearing ratio, which is net debt divided by the aggregate of equity attributable to owners of the Company and net debt. Net debt comprises trade payables, other payables and accruals, loans and borrowings, loan from joint venture and amount due to related parties less cash and cash equivalents.

There were no changes in the Group's and the Company's approach to capital management during the year.

The Group is not subject to externally imposed capital requirements, other than as disclosed in Note 19 to the financial statements.

The Group	2025 \$	2024 \$
Trade payables	2,141,503	1,945,527
Other payables and accruals	6,246,480	6,731,998
Loans and borrowings	129,700,506	139,854,628
Loan from joint venture	2,123,400	2,249,342
Lease liabilities	–	52,520
Due to related parties	76,496	285,119
<b>Total debt</b>	<b>140,288,385</b>	<b>151,119,134</b>
Less: Cash and cash equivalents	(8,731,987)	(7,185,495)
<b>Net debt</b>	<b>131,556,398</b>	<b>143,933,639</b>
Equity attributable to the owners of the Company	210,059,460	208,304,966
<b>Capital and net debt</b>	<b>341,615,858</b>	<b>352,238,605</b>
<b>Gearing ratio</b>	<b>39%</b>	<b>41%</b>

## 39 Subsequent events

On 29 January 2026 and 11 February 2026, the Group through its wholly-owned subsidiary in Singapore, Savers Investment Limited entered into Option-to-Purchase (“OTP”) agreements with third parties for the sale of 2 residential units located at The Suites @ Central for a consideration price of S\$3,410,000 and S\$3,690,000 respectively. As at the date of these financial statements, the transactions have not been completed. These investment properties would be presented under the Property Investment segment.

On 28 February 2026, the United States and Israel launched a joint attack on Iran. As of the date of these consolidated financial statements, the potential impact of these developments and the economic implications of the conflict on the Group's operational and financial performance is uncertain and cannot be reasonably assessed at this time. Further escalation of the geopolitical tensions involving Iran may adversely affect global energy markets, disrupt supply chains and increase operating costs. The management continues to monitor the developments and assess the potential impact on the Group's operations.

# Statistics of Shareholdings

As at 31 March 2026

Issued and fully paid-up capital	:	S\$140,099,994
Number of shares issued	:	2,759,468,325
Class of shares	:	Ordinary Shares
Voting rights	:	1 Vote Per Share
No. of treasury shares	:	Nil
No. of subsidiary holdings	:	Nil

## PERCENTAGE OF SHAREHOLDING IN PUBLIC'S HANDS

As at 31 March 2026, 10.01% of the total number of issued ordinary shares of the Company are held in the hands of public. Accordingly, the Company has complied with Rule 723 of the Listing Manual Section B: Rules of Catalist of the SGX-ST which requires 10% of the equity securities (excluding preference shares, convertible equity securities and treasury shares) in a class that is listed to be in the hands of the public.

## ANALYSIS OF SHAREHOLDINGS

(As recorded in the Register of Members and Depository Register as at 31 March 2026)

Size of shareholdings	No. of shareholders	% of shareholders	No. of shares	% of total issued shares
1 - 99	6	0.49	143	0.00
100 - 1,000	334	27.15	313,320	0.01
1,001 - 10,000	408	33.17	2,169,100	0.08
10,001 - 1,000,000	450	36.59	61,916,732	2.24
1,000,001 and above	32	2.60	2,695,069,030	97.67
<b>TOTAL</b>	<b>1,230</b>	<b>100.00</b>	<b>2,759,468,325</b>	<b>100.00</b>

# Statistics of Shareholdings

As at 31 March 2026

## TOP 20 SHAREHOLDERS AS AT 31 MARCH 2026

No.	Name of shareholders	No. of shares	%
1	CITIBANK NOMINEES SINGAPORE PTE LTD	1,985,795,339	71.96
2	HSBC (SINGAPORE) NOMINEES PTE LTD	300,000,200	10.87
3	BNP PARIBAS NOMINEES SINGAPORE PTE LTD	200,000,000	7.25
4	UOB KAY HIAN PTE LTD	83,124,000	3.01
5	CGS INTERNATIONAL SECURITIES SINGAPORE PTE LTD	34,943,300	1.27
6	OCBC SECURITIES PRIVATE LTD	13,479,701	0.49
7	PHILLIP SECURITIES PTE LTD	9,249,110	0.34
8	TAN KAY KIANG	6,365,000	0.23
9	TAN SIOK HWEE	6,292,990	0.23
10	MORPH INVESTMENTS LTD	5,200,000	0.19
11	DBS NOMINEES PTE LTD	4,738,900	0.17
12	TJIOE A LAN @ CHEW A LAN	4,000,000	0.15
13	ONG SWEE WHATT	3,917,200	0.14
14	CHIN KAI SENG	3,426,500	0.12
15	TAN LI YU	3,250,000	0.12
16	TIGER BROKERS (SINGAPORE) PTE. LTD.	3,017,500	0.11
17	TAN KAY SING	3,013,950	0.11
18	TAN BENG HUAT	2,600,000	0.09
19	LIM AND TAN SECURITIES PTE LTD	2,503,100	0.09
20	IFAST FINANCIAL PTE LTD	2,298,300	0.08
		<b>2,677,215,090</b>	<b>97.02</b>

## SUBSTANTIAL SHAREHOLDERS

(As shown in the Register of Substantial Shareholders as at 31 March 2026)

Name of Shareholders	Direct Interest		Deemed Interest	
	No. of Shares Held	%	No. of Shares Held	%
Pollux Holdings Pte. Ltd.	1,713,242,325	62.09	-	-
PT. Pollux Multi Artha <sup>(1)</sup>	-	-	1,713,242,325	62.09
Nico Purnomo Po <sup>(2)</sup>	-	-	1,713,242,325	62.09
Fortress Global Opportunistic Fund SPC	770,000,000	27.90	-	-

### Notes:

- (1) PT. Pollux Multi Artha is the sole shareholder of Pollux Holdings Pte. Ltd. By virtue of section 7(4) of the Companies Act 1967 (the "Act"), PT. Pollux Multi Artha is deemed interested in the shares of the Company held by Pollux Holdings Pte. Ltd.
- (2) PT. Pollux Multi Artha is 99.99% owned by Nico Purnomo Po. Nico Purnomo Po is deemed to be interested in the 1,713,242,325 shares held by Pollux Holdings Pte. Ltd., by virtue of section 7(4) of the Act.

# Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Annual General Meeting (“AGM”) of Pollux Properties Ltd. (“Company”) will be convened and held at Level 3, Function Room 3-3, 60 Cecil Street, ISCA House, Singapore 049709 on Thursday, 30 April 2026 at 11.00 a.m. for the following purposes.

## ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Financial Statements and Directors’ Statement for the financial year ended 31 December 2025 together with the Independent Auditors’ Report thereon. **(Resolution 1)**
2. To approve the payment of Directors’ fees of S\$54,000 for the financial year ended 31 December 2025. (FY2024: S\$54,000) **(Resolution 2)**
3. To re-elect the following Directors retiring pursuant to Regulation 89 of the Constitution of the Company:

### Regulation 89

Mr. Nico Purnomo Po  
Mr. Phua Cher Chew

**(Resolution 3)**  
**(Resolution 4)**

*[See Explanatory note (i)]*

4. To re-appoint Messrs Foo Kon Tan LLP as the Auditors of the Company, to hold office until the conclusion of the next AGM and to authorise the Directors to fix their remuneration. **(Resolution 5)**
5. To transact any other ordinary business which may properly be transacted at an AGM.

## SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions as an Ordinary Resolution, with or without any modifications:

6. **Authority to issue shares in the capital of the Company pursuant to Section 161 of the Companies Act 1967 and Rule 806 of the Listing Manual – Section B: Rules of the Catalist of the Singapore Exchange Securities Trading Limited (“SGX-ST”) (the “Catalist Rules”)**

That, pursuant to Section 161 of the Companies Act 1967 and Rule 806 of the Catalist Rules, authority be and is hereby given to the Directors to:

- (a)
  - (i) allot and issue shares in the capital of the Company (the “Shares”) whether by way of rights, bonus or otherwise;
  - (ii) make or grant offers, agreements or options (collectively, “Instruments”) that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into shares; and/or
  - (iii) issue additional Instruments arising from adjustments made to the number of Instruments previously issued in the event of rights, bonus, or other capitalisation issues, provided that the adjustments do not give the holder a benefit that a shareholder does not receive, notwithstanding that such authority conferred by this resolution may have ceased to be in force,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and

# Notice of Annual General Meeting

- (b) issue Shares in pursuance of any Instrument made or granted by the Directors while this resolution was in force, notwithstanding that the authority granted by this resolution may have ceased to be in force at the time of such issuance of shares.

**PROVIDED ALWAYS THAT:**

- (1) save as may otherwise be permitted by the SGX-ST, the aggregate number of Shares to be issued pursuant to this Resolution (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 100% of the total number of issued Shares in the capital of the Company excluding treasury shares and subsidiary holdings (as calculated in accordance with sub-paragraph 6(2) below), of which the aggregate number of Shares and convertible securities issued other than on a *pro rata* basis to shareholders of the Company shall not exceed 50% of the total number of issued Shares in the capital of the Company excluding treasury shares and subsidiary holdings (as calculated in accordance with sub-paragraph 6(2) below);
- (2) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph 6(1) above, the percentage of issued Shares shall be based on the total number of issued Shares in the capital of the Company excluding treasury shares and subsidiary holdings at the time this Resolution is passed, after adjusting for:
- (i) new Shares arising from the conversion or exercise of the Instruments or any convertible securities;
  - (ii) new Shares arising from exercising share options or vesting of share awards which are outstanding or subsisting at the time of passing of this resolution, provided that the share options or awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
  - (iii) any subsequent bonus issue or consolidation or subdivision of shares,

and, in sub-paragraph 6(1) above and this sub-paragraph 6(2), “**subsidiary holdings**” has the meaning given to it in the Catalist Rules of the SGX-ST;

Adjustments in accordance with sub-paragraphs 6(2)(i) and 6(2)(ii) above are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution is passed;

- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST), the Companies Act 1967 and the Constitution for the time being of the Company; and
- (4) (unless revoked or varied by the Company in General Meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier.

[See Explanatory note (ii)]

**(Resolution 6)**

**By Order of the Board**

Shirley Tan Sey Liy  
Company Secretary  
Singapore, 15 April 2026

# Notice of Annual General Meeting

## Explanatory Notes:

- (i) Mr. Nico Purnomo Po (“**Mr. Nico**”) will, upon re-election as Director of the Company, remain as the Executive Director and Chief Executive Officer of the Company.

Mr. Phua Cher Chew (“**Mr. Phua**”) will, upon re-election as Director of the Company, remain as the Independent Director, Chairman of the Audit Committee and a member of the Remuneration and Nominating Committee of the Company. There are no relationships (including family relationships) between Mr. Phua and the other Directors, the Company, its related corporations, its officers or its substantial shareholders, which may affect his independence. The Board considers Mr. Phua to be independent for the purpose of Rule 704(7) of the Catalist Rules.

The profile and key information of Mr. Nico and Mr. Phua (including information as required under Appendix 7F of the Catalist Rules) can be found under the sections entitled “Board of Directors” and the “Corporate Governance Report” of the Company’s Annual Report for the financial year ended 31 December 2025.

- (ii) Resolution 6, if passed, will empower the Directors of the Company from the date of this AGM until the conclusion of the next AGM, or the date by which the next AGM is required by law to be held, or such authority is varied or revoked by the Company in a general meeting, whichever is earlier, to allot and issue shares in the capital of the Company, make or grant Instruments (such as warrants or debentures) convertible into Shares, and to issue shares in pursuance of such Instruments, up to a number not exceeding in aggregate 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, of which up to 50% may be issued other than on a *pro rata* basis to shareholders. For the purpose of determining the aggregate number of shares that may be issued, the percentage of issued shares shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time that Ordinary Resolution 6 is passed, after adjusting for (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time Ordinary Resolution 6 is passed, and (b) any subsequent bonus issue or consolidation or subdivision of shares.

## Notes relating to conduct of meeting:

### No Virtual Attendance

1. Shareholders are invited to **attend physically only** at the AGM to be held at **Level 3, Function Room 3-3, 60 Cecil Street, ISCA House, Singapore 049709 on Thursday, 30 April 2026 at 11.00 a.m. There will be no option for Shareholders to participate virtually.**

### Voting at the AGM and voting by proxy

2. Shareholders may cast their votes for each resolution at the AGM or appoint proxy or proxies (other than the Chairman of the AGM) to vote on their behalf at the AGM.
3. A proxy need not to be a member of the Company.
4. In relation to the appointment of proxy(ies) to attend, speak and vote on his/her/its behalf at the AGM, a member (whether individual or corporate) appointing his/her/its proxy(ies) should give specific instructions as to his/her/its manner of voting, or abstentions from voting, in respect of a resolution in the instrument of proxy (“**Proxy Form**”). If no specific instruction as to voting are given, or in the event of any other matter arising at the AGM and at any adjournment thereof, the proxy(ies) will vote or abstain from voting at his/her/their discretion.
5. As an alternative to voting at the AGM in the foregoing manner, Shareholders who wish to vote on any or all of the resolutions at the AGM may appoint the Chairman of the AGM to act as their proxy to vote on their behalf at the AGM.
6. If a Shareholder wishes to appoint a proxy or proxies (other than the Chairman of the AGM) to vote on their behalf at the AGM or to appoint the Chairman as proxy to vote on their behalf at the AGM, duly executed Proxy Forms, must be submitted in hard copy form or electronically via email:
  - (a) if submitted by post, to be deposited at the office of the Company’s Share Registrar at 77 Robinson Road, #06-03 Robinson 77, Singapore 068896; or
  - (b) if submitted by way of electronic means, to be submitted via email in Portable Document Format (PDF) to the Company’s Share Registrar, B.A.C.S. Private Limited at [main@zicoholdings.com](mailto:main@zicoholdings.com),

**in either case, by 27 April 2026, 11.00 a.m., being not less than seventy-two (72) hours before the time appointed for the holding of the AGM and/or any adjournment thereof and in default the instrument of proxy shall not be treated as valid.**

# Notice of Annual General Meeting

In appointing the Chairman of the AGM as proxy, the Shareholder (whether individual or corporate) must give specific instructions as to voting, or abstentions from voting, in the Proxy Form, failing which the appointment of the Chairman of the AGM as proxy for that resolution will be treated as invalid.

7. A Shareholder who wishes to submit the Proxy Form must complete and sign the Proxy Form, before submitting it by post to the address provided above, or by scanning and submitting it by way of electronic means via email to the email address provided above. The completion and return of a Proxy Form by a Shareholder does not preclude him from attending and voting in person at the AGM should he subsequently decide to do so, although the appointment of the proxy shall be deemed to be revoked by such attendance.
8. **Shareholders are strongly encouraged to submit the completed and signed Proxy Forms by way of electronic means via email. Any incomplete Proxy Form will be rejected by the Company.**
9. The Proxy Form must be under the hand of the appointor or of his attorney duly authorised in writing and where such instrument is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or a duly authorised officer. Where a Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
10. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the AGM, in accordance with its Constitution and Section 179 of the Companies Act 1967 of Singapore, and the person so authorised shall upon production of a copy of such resolution certified by a director of the corporation to be a true copy, be entitled to exercise the powers on behalf of the corporation so represented as the corporation could exercise in person if it were an individual.
11. A Shareholder who is not a Relevant Intermediary (as defined below) is entitled to appoint not more than two (2) proxies to attend, speak and vote at the AGM. Where such Shareholder's Proxy Form appoints more than one (1) proxy, the proportion of his/her/its shareholding concerned to be represented by each proxy shall be specified in the Proxy Form. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire shareholding and any second named proxy as an alternate to the first named or at the Company's option to treat this Proxy Form as invalid.
12. A Shareholder who is a Relevant Intermediary (as defined below) is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by such Shareholder. Where such Shareholder's Proxy Form appoints more than two (2) proxies, the number and class of Shares in relation to which each proxy has been appointed shall be specified in the Proxy Form.
13. Printed copies of this Notice of AGM, the attached Proxy Form and the Request Form (to request for the printed copy of the Annual Report) will be despatched to Shareholders by post. The Notice of AGM, accompanying Proxy Form, the Request Form and the Annual Report may also be downloaded from the Company's announcement on the SGX website accessible at the URL <https://www.sgx.com/securities/company-announcements> and the Company's website accessible at the URL <https://pollux.com.sg/announcements2>. An internet browser and PDF reader are required to view these documents on SGXNET or the Company's website. Shareholders who wish to receive a printed copy of the Annual Report are required to complete the Request Form and return it to the Company by **22 April 2026 at 40A Orchard Road #M-02 MacDonald House Singapore 238838**.

## **Shareholders' Questions and Answers**

14. Shareholders and duly appointed proxy or proxies will be able to ask questions relating to the resolutions to be tabled for approval at the AGM. The Company will endeavor to respond to and address substantial and relevant questions as far as reasonably practicable during the AGM. Where there are substantially similar questions, the Company will consolidate such questions and consequently not all questions may be individually addressed.
15. Alternatively, Shareholders can submit their questions in advance relating to the resolutions to be tabled for approval at the AGM no later than **22 April 2026**:
  - (a) if submitted by post, to be deposited at the registered office of the Company at 40A Orchard Road #M-02 MacDonald House Singapore 238838 or the office of the Company's Share Registrar at 77 Robinson Road, #06-03 Robinson 77, Singapore 068896; or
  - (b) if submitted by way of electronic means, to be submitted via email to the Company, at [info@pollux.com.sg](mailto:info@pollux.com.sg).

Shareholders who submit questions in advance of the AGM should identify themselves by stating his/her/its full name as it appears on his/her/its Central Depository (Pte) Limited ("CDP")/ Central Provident Fund ("CPF")/ Supplementary Retirement Scheme ("SRS") share records, contact number and NRIC/Passport/UEN number and state the manner in which he/she/it holds his/her/its Shares in the Company (e.g. via CDP, CPF, SRS and/or physical scrip) for verification purposes.

# Notice of Annual General Meeting

16. Shareholders are encouraged to submit their questions via one of the foregoing means as soon as possible so that they may have the benefit of the answers to their questions (where substantial and relevant to the agenda of the AGM) prior to submitting their Proxy Forms. Please note that substantial and relevant questions (as may be determined by the Company at its sole discretion) from Shareholders submitted in advance and received by the Company by 22 April 2026 would be addressed by the Company and published on the SGX website and the Company's website before **11.00 a.m. on 25 April 2026**, being at least 48 hours before the closing date and time for the lodgment of the Proxy Forms. The Company will also address any subsequent clarifications sought, or follow-up questions, prior to, or at, the AGM in respect of substantial and relevant matters. The Company will, within one month after the date of the AGM, publish the minutes of the AGM on the SGX website and the minutes will include the responses to the questions referred to above.

## **CPF and SRS investors**

17. Persons who hold shares through Relevant Intermediaries (as defined below), including CPF and SRS investors, and who wish to participate in the AGM by: (a) submitting questions in advance of the AGM in the manner provided above; and/or (b) voting at the AGM if they are appointed as proxies by their respective CPF Agent Banks and SRS Operators or appointing the Chairman of the AGM as proxy to attend speak and vote on their behalf at the AGM, should contact the Relevant Intermediary (which would include, in the case of CPF and SRS investors, their respective CPF Agent Banks and SRS Operators) through which they hold such Shares as soon as possible in order to facilitate the necessary arrangements for them to participate in the AGM.
18. CPF and SRS Investors may attend and vote at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies. CPF and SRS investors who wish to appoint the Chairman of the AGM as their proxy, should approach their respective CPF Agent Banks and SRS Operators to submit their votes by **21 April 2026**, being at least **seven (7) working days** before the AGM.
19. A **"Relevant Intermediary"** is:
- a banking corporation licensed under the Banking Act 1970 of Singapore or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity; or
  - a person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 of Singapore and who holds shares in that capacity; or
  - the Central Provident Fund Board established by the Central Provident Fund Act 1953 of Singapore, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

## **PERSONAL DATA PRIVACY**

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, and/or submitting any questions to the Company in advance of the AGM in accordance with this Notice, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing and administration by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM of the Company (including any adjournment thereof) and the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the AGM of the Company (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines and (collectively, the **"Purposes"**), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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*This Notice of AGM has been reviewed by the Company's sponsor, Novus Corporate Finance Pte. Ltd. (the **"Sponsor"**). It has not been examined or approved by Singapore Exchange Securities Trading Limited (the **"Exchange"**) and the Exchange assumes no responsibility for the contents of this Notice of AGM, including the correctness of any of the statements or opinions made, or reports contained in this Notice of AGM.*

*The contact person for the Sponsor is Mr. Pong Chen Yih, Chief Operating Officer, at 7 Temasek Boulevard, #04-02 Suntec Tower 1, Singapore 038987, telephone (65) 6950 2188.*



**POLLUX PROPERTIES LTD.**  
(Company Registration No. 199904729G)  
(Incorporated in the Republic of Singapore)

**ANNUAL GENERAL MEETING  
PROXY FORM**  
(Please see notes overleaf before completing this Form)

**IMPORTANT:**

- Relevant intermediaries may appoint more than two (2) proxies to attend, speak and vote at the Annual General Meeting (“AGM”) (please see the notes for the definition of “Relevant Intermediary”).
- CPF and SRS investors may attend and vote at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies. For CPF and SRS investors, who wish to appoint the Chairman of the AGM as their proxy, they should approach their respective CPF Agent Banks and SRS Operators to submit their votes by **21 April 2026**, being at least seven (7) working days before the AGM.
- By submitting the instrument of proxy, the shareholder accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 15 April 2026.
- This Proxy Form is not valid for use by CPF investor and SRS investor and shall be ineffective for all intents and purposes if used or purported to be used by them.
- Please read the notes overleaf which contain instructions on, *inter alia*, the appointment of the Chairman of the AGM (or any person other than the Chairman) as a shareholder’s proxy to vote on his/her/its behalf at the AGM.

I/We, \_\_\_\_\_ (Name) \_\_\_\_\_ (NRIC/Passport No.)  
of \_\_\_\_\_ (Address)  
being a member/members of **POLLUX PROPERTIES LTD.** (“Company”), hereby appoint:

Name	NRIC/Passport No.	Email Address	Proportion of Shareholdings	
			No. of Shares	%
Address				

\*and/or (delete as appropriate)

Name	NRIC/Passport No.	Email Address	Proportion of Shareholdings	
			No. of Shares	%
Address				

or failing whom, the Chairman of the AGM or such other person the Chairman may designate, as *my/our proxy/proxies* to attend, speak and vote for *me/us* on *my/our* behalf at the AGM to be held at **Level 3, Function Room 3-3, 60 Cecil Street, ISCA House, Singapore 049709 on Thursday, 30 April 2026 at 11.00 a.m.** and at any adjournment thereof. *I/We* direct *my/our proxy/proxies* to vote for or against, or to abstain from voting on the resolutions to be proposed at the AGM as indicated hereunder. If no specific direction as to voting is given, (i) the proxy/proxies (other than the Chairman of the AGM) will vote or abstain from voting at *his/their* discretion on any of the resolutions to be proposed at the AGM and on any other matters arising at the AGM; and (ii) the appointment of the Chairman of the AGM as proxy of that resolution will be treated as invalid.

No.	Ordinary Resolutions relating to:	No. of votes 'For'**	No. of votes 'Against'***	No. of Votes 'Abstain'***
<b>Ordinary Business</b>				
1	Audited Financial Statements and Directors’ Statement for the financial year ended 31 December 2025 and the Independent Auditors’ Report thereon.			
2	Approval of Directors’ fees of S\$54,000 for the financial year ended 31 December 2025 (Financial year ended 31 December 2024: S\$54,000).			
3	Re-election of Mr. Nico Purnomo Po, a Director retiring by rotation in accordance with Regulation 89 of the Company’s Constitution.			
4	Re-election of Mr. Phua Cher Chew, a Director retiring by rotation in accordance with Regulation 89 of the Company’s Constitution.			
5	Re-appointment of Messrs Foo Kon Tan LLP as Independent Auditors of the Company and to authorise the Directors of the Company to fix their remuneration.			
<b>Special Business</b>				
6	Authority to allot and issue shares.			

\*\* If you wish to exercise all your votes ‘For’, ‘Against’ or ‘Abstain from Voting’, please tick (✓) within the box provided. Alternatively, please indicate the number of votes as appropriate. If you mark the abstain box for a particular resolution, you are directing your proxy not to vote on that resolution on a poll and your votes will not be counted in computing the required majority on a poll.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2026

Total number of Shares in:	No. of Shares
(a) CDP Register	
(b) Register of Members	

\_\_\_\_\_  
Signature of Shareholder(s)  
and/or Common Seal of Corporate Shareholder

\*Delete where inapplicable

**IMPORTANT: PLEASE READ NOTES OVERLEAF**



**Notes:**

1. Please insert the total number of Shares held by you. If you have Shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001 of Singapore), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing the Chairman of the AGM (or any person other than the Chairman) as proxy shall be deemed to relate to all the Shares held by you.
2. A shareholder who is not a Relevant Intermediary (as defined below) is entitled to appoint not more than two (2) proxies to attend, speak and vote at the AGM. Where such shareholder's instrument appointing a proxy(ies) appoints more than one (1) proxy, the proportion of his/her/its shareholding concerned to be represented by each proxy shall be specified in the instrument. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire shareholding and any second named proxy as an alternate to the first named or at the Company's option to treat this Proxy Form as invalid.
3. A shareholder who is a Relevant Intermediary (as defined below) is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by such Shareholder. Where such shareholder's instrument appointing a proxy(ies) appoints more than two (2) proxies, the number and class of Shares in relation to which each proxy has been appointed shall be specified in the instrument.
4. A proxy need not be a member of the Company.
5. If a shareholder wishes to appoint a proxy or proxies (other than the Chairman of the AGM) to vote on their behalf at the AGM or to appoint the Chairman as proxy to vote on their behalf at the AGM, duly executed instrument appointing proxy, together with the power of attorney or other authority under which it is signed or a duly certified copy thereof (if applicable), must be submitted in hard copy form or electronically via email as follows:
  - (a) if submitted by post, to be deposited at the office of the Company's Share Registrar at B.A.C.S Private Limited, 77 Robinson Road, #06-03 Robinson 77, Singapore 068896; or
  - (b) if submitted by way of electronic means, to be submitted via email in Portable Document Format (PDF) to the Company's Share Registrar, B.A.C.S. Private Limited at [main@zicoholdings.com](mailto:main@zicoholdings.com), in either case, by **11.00 a.m. on 27 April 2026, being not less than seventy-two (72) hours before the time set for holding the AGM** and/or any adjournment thereof and in default the instrument of proxy shall not be treated as valid.A shareholder who wishes to submit an instrument of proxy must complete and sign the Proxy Form, before submitting it by post to the address provided above, or by scanning and submitting it by way of electronic means via email to the email address provided above. The completion and return of a proxy form by a Shareholder does not preclude him from attending and voting in person at the AGM should he subsequently decide to do so, although the appointment of the proxy shall be deemed to be revoked by such attendance.
6. **Shareholders are strongly encouraged to submit the completed and signed Proxy Forms by way of electronic means via email. Any incomplete proxy form will be rejected by the Company.**

First fold

PLEASE  
AFFIX  
POSTAGE  
STAMP

**Pollux Properties Ltd.**

c/o B.A.C.S. Private Limited  
77 Robinson Road,  
#06-03 Robinson 77,  
Singapore 068896

Second fold

7. Persons who hold Shares through Relevant Intermediaries (as defined below), including CPF and SRS investors, and who wish to participate in the AGM by appointing the Chairman of the AGM as proxy to attend, speak and vote on their behalf at the AGM, should contact the Relevant Intermediary (which would include, in the case of CPF and SRS investors, their respective CPF Agent Banks and SRS Operators) through which they hold such Shares as soon as possible in order to facilitate the necessary arrangements for them to participate in the AGM. CPF and SRS investors who wish to appoint the Chairman of the AGM as their proxy should approach their respective CPF Agent Banks and SRS Operators to submit their votes by **21 April 2026**, being at least seven (7) working days before the AGM.
8. The Proxy Form must be under the hand of the appointor or of his attorney duly authorised in writing and where such instrument is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or a duly authorised officer. Where a Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
9. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the AGM, in accordance with its Constitution and Section 179 of the Companies Act 1967 of Singapore, and the person so authorised shall upon production of a copy of such resolution certified by a director of the corporation to be a true copy, be entitled to exercise the powers on behalf of the corporation so represented as the corporation could exercise in person if it were an individual.
10. Printed copies of the Notice of AGM, the accompanying Proxy Form and the Request Form (to request for the printed copy of the Annual Report) will be despatched to shareholders by post. The Notice of AGM, the Proxy Form, the Request Form and the Annual Report may also be downloaded from the Company's announcement on the SGX website accessible at the URL <https://www.sgx.com/securities/company-announcements> and the Company's website accessible at the URL <https://pollux.com.sg/announcements2>. An internet browser and PDF reader are required to view these documents on SGXNET or the Company's website. Shareholders who wish to receive a printed copy of the Annual Report are required to complete the Request Form and return it to the Company by 22 April 2026 at 40A Orchard Road #M-02 MacDonald House Singapore 238838.  
\* **"Relevant Intermediary"** is:
  - (a) a banking corporation licensed under the Banking Act 1970 or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity; or
  - (b) a person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 and who holds shares in that capacity; or
  - (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

**General:**

The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible, or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing the Chairman of the AGM as proxy. In addition, in the case of Shares entered in the Depository Register, the Company may reject any instrument appointing the Chairman of the AGM as proxy lodged if the member, being the appointor, is not shown to have Shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

**Personal Data Privacy:**

By submitting an instrument appointing proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 15 April 2026.

# Contact



## Address

40A Orchard Road  
MacDonald House, #M-02  
Singapore 238838



## Telephone / Fax

T: +65 6922 0333  
F: +65 6922 0338



## Online

[info@pollux.com.sg](mailto:info@pollux.com.sg)  
[www.pollux.com.sg](http://www.pollux.com.sg)

